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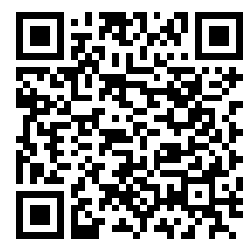

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THE "NEW MAN" THEME IN LOGISTICS

by Lieutenant General Harry E. Goldsworthy, USAF

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January 1970

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Transportation Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic Mar and Terminal Service (MTMTS), a single-manager transportation agency under the of the Army. Its purpose is to provide timely and authoritative information on plans, operations and technical developments in the Defense Transportation field. are encouraged to submit articles, featurettes, photographs and art work. Opi pressed by contributors do not necessarily reflect the official viewpoint of the De of the Army or MTMTS. Address contributions and correspondence to: Editor, TRAN TION PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution is b requirements submitted on DA Form 12—4 to U.S. Army AG Publications Cen Eastern Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 an domestic or APO addresses, $4.25 to foreign addresses through the Superinte Documents, Government Printing Office, Washington, D.C. 20402. Single copy 30 otherwise indicated, material may be reprinted provided credit is given to TRAN TION PROCEEDINGS and the author. Use of funds for this publication appr Headquarters, Department of the Army, 21 March 1969.

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REVIEWING THE SITUATION

Movie-goers who have been fortunate enough to view the Academy Award-winning musical "OLIVER!" are familiar with one of composer Lionel Bart's more memorable songs: "Reviewing the Situation." It's sung by that engaging old rascal, Fagin, as he ponders his past and looks ahead to the future. While there's scant parallel between Fagin's nefarious activities and the mission of MTMTS, the example he sets is an apt one, particularly at this time of year.

As this last issue of TRANSPORTATION PROCEEDINGS goes to press, MTMTS is winding up its fifth year of service to the Armed Forces. Assuming in 1965 the management missions assigned to her predecessor organizations, the Military Traffic Management Agency (MTMA) and the Defense Traffic Management Service (DTMS), MTMTS also inherited the terminal operations mission formerly assigned to the Army Materiel Command. On these foundations the men and women of this Command have forged a strong and responsive organization. However the organization unlike Topsy, has not ". . . jus' growed."

There has been a definite pattern to the growth, a pattern defined and contained by the MTMTS charter, a document formally known as DOD Directive 5160.53. The charter, last rewritten in March, 1967, spells out MTMTS' responsibilities and outlines the functions of the Command. It also spells out relationships with the other single management transportation agencies and other elements of the Department of Defense.

As we write the final chapter of MTMTS' first half-decade and look to the future, every member of the Command would do well to emulate Fagin and review the situation. The best way to start that review is to reread—and understand—the MTMTS charter.

The Editors

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The "NEW MAN" Theme In Logistics

by

Lieutenant General Harry E. Goldsworthy
Deputy Chief of Staff, Systems and Logistics
Headquarters, United States Air Force

During the past four decades there has b
universal trend to achieve technological s
ority. The desire, or to put it more pre
the drive to build "a better mouse trap" h
tivated man to untold extremes. As a
quence, recent technological achievement
far surpassed Man's wildest dreams.
science writers' fantasies that captivat
fancy of the young and the old as far back
1930s appear almost mundane in light of t
velopments of the past 10 years. For ex
the speed with which the man of today ca
ject himself from one point to another ha
an evolutionary process. However, more
ress has been made since 1930 than i
2000 or more years before. By 1930 man
boast of achieving speeds up to 150 mil
hour. Today our manned space flights ar
grammed for speeds in excess of 25,000
per hour. This progress is manifest in th
on the ground and on the sea.

We are making tremendous strides in s
and technology while progress in the ma
ment field has been comparatively slow
cording to some of the experts at The
Corporation, human knowledge in scienc
gineering and technology is doubling
every three to five years. In contrast, e
maintain that in the field of managemen
ence, knowledge doubles only every 50
Since technology is designed to serve man,
agement, not technology, sets the pace o
progress. The obvious conclusion is that
agers must catch up with the scientist
the technicians if the gap between techn
and management science is to be narr
Any measurable progress could result in g
efficiency and economy in logistics oper
in industry and in government. Support
in the Air Force run two to 10 times th
quisition costs for our basic weapon sys
Annual expenditures for maintenance
are in excess of $6 billion per year. O
billion is spent in providing transportatio
the Air Force. This does not include it
ment in transport aircraft in MAC and
or some of the operational costs of the re
tive systems. The incentive to achieve a g
degree of efficiency is therefore obvious.

The lag in management science be

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lily apparent when the symptoms of some he rising problems are reviewed and as- ed. While the subject can be addressed and ted to the various levels of the manage- t echelons, a recent study at a depot level vity will provide a suitable background for erspective look at the problem. This study designed to address the personnel retention blem in the transportation, warehousing storage field. Its basic objectives were to rove the manpower posture and to modern- he work force to make it compatible with modern machine and management technol-

ne need for the study was precipitated by view of the trend in logistics systems and edures. This trend indicates extensive so- ication and complexity has taken place in logistics system in a relatively highly com- sed time period. There is also every indica- that this trend will continue. If modern agement requirements are to be satisfied if we are to avoid serious problems in the re, broad changes in attitudes, perform- and technical proficiency of personnel at evels of operation and management are erative.

sentially, we are on the threshold of the generation of computer hardware. We introduced technological innovations in the , the warehouse and on the transportation Significant progress has been made in the n of materials handling systems and fa- es, the development of new procedures and ms for processing and handling move- requests, and the implementation of DOD- movement standards and criteria. This mposed new skill and proficiency require- s upon personnel performing and manag- he physical functions of storage, material ssing and distribution. The big question ining is: Can the existing labor force in supply and transportation field respond e added demands being levied upon it as oncepts and objectives of the Advanced tics System are implemented?

a nutshell, the most immediate and press- roblem in the Air Force today is the man em. As General Jack G. Merrell, Com-

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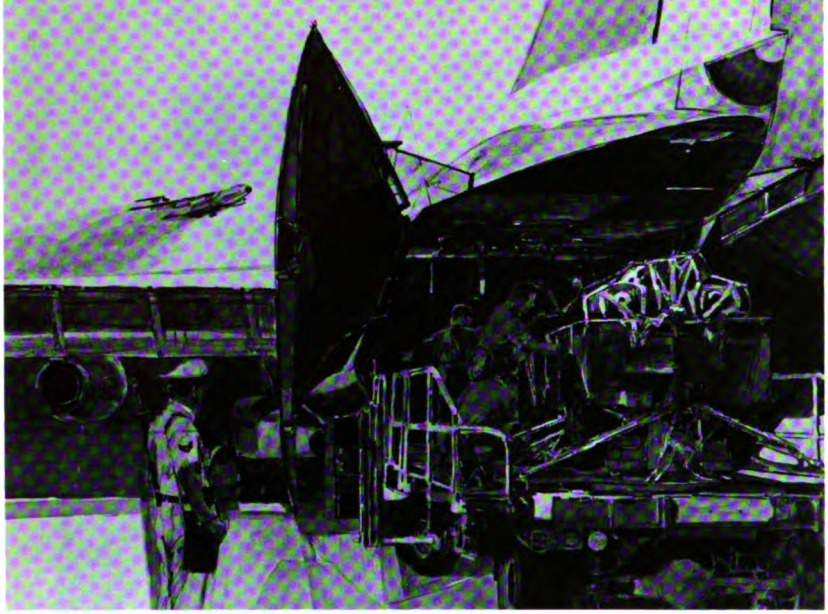

Paintings from the Air Force A lection depict the far-ranging military logisticians. "Load Far East," left, is by Bob "Dawn at Elmendorf," right, Ken Duffin. "Low Level Lo below, was painted by Collin bell.

mander, Air Force Logistics Command, summed it up recently, "We have a real dearth of middle and senior management personnel in the logistics field. Retention problems, both civilian and military, have plagued AFLC for some time." His conclusion is that if we are to do our business more efficiently and economically, we need more well educated and well trained people to develop and introduce new ideas. These people must be oriented to today's and tomorrow's technology. They have to be effective in utilizing the systems of today and operating the new systems of tomorrow.

The symptoms of the problems are obvious, but the solution is not. Government as well as industry is aware that the need for well educated people is greater than ever. However, the gap between the supply and demand for such people is widening. Part of the problem rests with the institutions of higher learning. Educators readily admit this. Current popular literature is replete with the litany of the needs of this decade and the period to follow. We are in a period of radical change in the logistics field. At the same time, we have an unprecedented controversy on what to teach our young people and at what level this educational process should begin.

Specifically, there is a wide area of disagreement on what should be taught in the transportation field. On the one hand, there are those in the business world and the academic community who feel that the college student should concentrate on management-generalist education and avoid excessive transportation specialization. In one study, conducted by a number of noted educators, it was concluded that industry generally did not desire graduates with substantial specializations gistics and transport but preferred graduates a broad multi-functional agerial education progra

On the other hand, industry leaders ma that the universities an leges are not turnin graduates adequately pared to perform and m the transportation or ph distribution function. even go so far as to ma that neither the colleg fessors nor the studen derstand what traffic agement or physical dis tion means. They st urge that the schools more emphasis on te basic transportation mentals such as routes, interstate commerce truck, barge, *etcetera*.

This article is not a t on the academic revo The subject of educati been raised only to i the nature of the c

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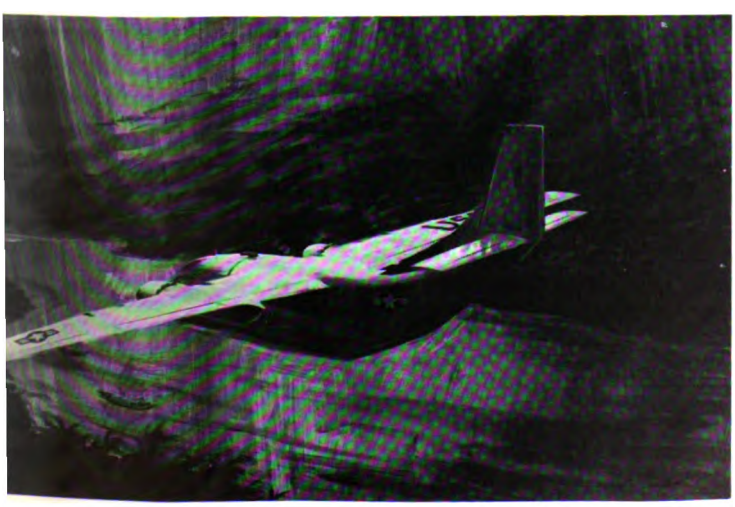
em facing industry and nment in finding, re- ng and retaining prop- qualified individuals to rm, administer and di- ogistics activities. In the 'orce the logistics func- nas essentially followed ern of specialization. For ost part, those who en- into the transportation, y, maintenance, procure- and production field spent their entire careers in their respective, but narrow, functional areas. In the past several years, the Air Force did embark on a program of assigning individuals from one career field to another. The program is perhaps too limited; however, it will take some time before any measurable results can be achieved. It would appear that a more imaginative approach is required to meet the current and the short term needs of the Air Force.



The need for a new approach is becoming more and more pressing if the Services are not to lose their initiative in the logistics area. Service responsibility for historical functions and missions is being slowly but surely shifted to single managers and other DOD agencies. Other changes are also in the making. The new proposed DOD Logistics System Blueprint will have an impact on service logistics responsibilities. Similarily, the Joint Logistics Review Board, a high level DOD study group, has been reviewing Army, Navy and Air Force logistics operations during the past four years to determine how effectively such operations have been conducted. It is almost a certainty that changes will be recommended. While the Services, separately and jointly, have taken a new look

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Mobile quarantine facility with astronauts aboard is loaded on a C-141 at Hickman AFB, Hawaii following a mission for return to United States.

at themselves, these efforts apparently have not been sufficient to satisfy the critics of the present system. It is also a logical inference that some dissatisfaction with Service handling of their logistics operations has influenced the decision makers to seek changes.

What the scope and nature of the changes will be is a matter of conjecture. However, looking at it realistically, it is reasonable to assume that the Services will retain the bulk of their logistics management responsibility. The need, therefore, for better qualified men will be more pressing than ever. With the ever increasing cost of weapon systems, we have to find better, more efficient and more economical ways of doing the logistics job. Reducing support costs is an overriding task of the Services. In this environment, our ability to attract young men into the Army, Navy or Air Force will present a continuing challenge.

What attracts a young man to a particular field of endeavor? Lieutenant General Thomas S. Moorman, Superintendent of the Air Force Academy, has expressed the following view: "The man of today wants re bility. He wants challe he wants a feeling of plishment . . . and he recognition of his e This is a basic and un desire. The Air For been, and still is to a successful in attracting ficient number of youn to join the Service ra the basis that they ca their personal ambitio desires. The problem taining the cream of t so to speak, however, coming more difficul tially, the general im

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"The science writers' fantasies that captivated the fancies of the young and the old as far back as the 1930s appear almost mundane in the light of developments of the past ten years."

ral services does not ap- to many qualified young The experience of some ose who do join the ranks from satisfactory. They constantly confronted old ideas, concepts and sophies which they can- ccept. Unfortunately, in instances, they feel ed because of lack of ess and are required to rm to the preconceptions past generation. The g man just beginning his r with the Air Force is to minimize the value perience and regards the of the older generation with question and doubt. The ideas of yesterday seem outmoded and obsolete to him. His superiors, on the other hand, may lean to tried and tested methods and the new man challenging their creeds is looked upon as an upstart who has to live with the system or else. Consequently, when the gulf between the two cannot be bridged, the inevitable happens. The young man finds it necessary or expedient to seek opportunities elsewhere.

In an age when competition for talent is keen, the consequences are a foregone conclusion. We can appeal, to a degree, to the more idealistic or those who want to dedicate themselves to unselfish objectives. However, it would be unrealistic not to face up to the problem and recognize that tangible incentives must be offered to them if we are to maintain the qualified manpower resources to support our mission requirements.

In this connection, it is noteworthy that the study conducted at the depot level concluded that performance in certain functional areas was

(Continued on page 21)

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INDUSTRY VIEWPOINT

"Battles," General Omar Bradley once said, "are won by the infantry, the a the artillery, and air teams, by soldiers living in the rain and huddling in the But wars are won by the great strength of a nation—the soldier and the ci working together."

One of the roles of the Military Traffic Management and Terminal Service match the Nation's military and commercial transportation resources to U.S. de requirements. Thus the economic health of America's transportation industry vital interest to military traffic managers.

Last month a panel of eight industry leaders met at the First National Ba Chicago to review last year's activities and look ahead toward 1970. The transp tion industry representatives were John R. Moore, President, Aerospace and Sy Group, North American Rockwell Corp.; George Russell, Vice Chairman of the B General Motors Corp.; and Louis W. Menk, President, Northern Pacific Railwa Their statements follow:

RAILROADS

The volume of railroad business is not likely to improve in the first half of 1970. The cost of doing business will continue to go up. Railroads won't be very profitable, even with the general freight rate increase which became effective November 18, 1969.

Those summary statements need some comment. The general economy determines railroad economic prospects, of course. As I see the general situation, it's difficult to predict any significant lift in the Nation's general economy in the first half of next year. It's reasonable to assume that the Nixon Administration will extend its efforts to dampen the fires of inflation. Certainly, this needs to be done. Such efforts will achieve some success, no doubt; but the firm containment of inflation is going to be a gradual and somewhat unpleasant process.

It follows, therefore, that

(Continued on page 10)

AUTOMOBILES

As 1969 draws to a close it appears that new vehicle sales by the automobile industry will surpass last year's vigorous pace. Sales for the calendar year are expected to reach about 11,550,000 cars and trucks. This would exceed the previous record established in 1968. Passenger-car volume is expected to come close to 9.6 million units, including over one million imported cars. Truck sales are estimated at 1.95 million units and will be well above the 1968 record of 1.8 million.

The expansion of general business in 1969 helped to maintain high levels of demand for cars and trucks. Real gross national product reached a new high and total personal income moved ahead sharply.

Looking to 1970, there is increasing evidence that the pace of economic expansion is moderating. Some indicators, such as the Federal Reserve

(Continued on page 9)

AEROSPACE

Since the Wright bro historic flight exactly 66 ago today, aerospace h come the Nation's l manufacturing employe biggest industrial contr to our balance of tra giant with sales ru about $29 billion a yea one of the major emp for the future, with a c backlog of about $29 bi

Defense is our largest ket, amounting to $17 l of the $32 billion the spent in 1969 on milita search and developmen on production. On balan aerospace industry appe have been more hurt helped by the Vietnam which cost the U.S. $2 lion last year. The needs have been primarily troops, supplies, and c tional weapons—not f high-technology weapo tems of aerospace. It fore seems reasonable pect the end of the war

(Continued on page 9)

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the prospects of our in-
y.
you probably are aware,
Soviets spent in 1968
$2 for every $1 spent
he U.S. for strategic
s. We can hope that our
nment is aware of the
ations of such an im-
ce. On the other hand,
is so much resentment
st military spending in
al and the war in partic-
that both the Congress
he Administration seem
mined to find ways to
nize defense costs.
a result of the inter-
of these various fac-
I believe the defense
et for aerospace firms
decrease somewhat dur-
ne next three years, but
this reduction, short of
changes in internation-
ations, will be more of a
her than a long-term

nmerical aviation is the
d largest aerospace mar-
Here NASA's budget has
ased each year from the
of $5.8 billion in 1966
out $4 billion in 1969.
year's proposed budget
vn to about $3.7 billion,
, in the face of infla-
is near rock bottom for
uation of any signifi-
space program.
balanced future space
am will probably ensue,
ing continuation of
uled Apollo moon flights,
ded unmanned space ex-
ion, launch of an orbit-
orkshop, an advanced
l space station, and a
ble vehicle to transport
and materials to earth
and back.
alled science-engineer-
products represent a
r and newer market for
ace. It includes such fields as ocean engineering, crime control, and information systems among numerous others. Sales here are only 9 to 10 percent of the aerospace industry's total, but they represent a large potential future.

Ironically, the very military and space programs so criticized by those eager to attack urban problems have created the best organizational, managerial, and technical tools needed to solve these very problems. And the aerospace industry has already started to apply these tools and techniques—systems analysis and systems management—to cure the sickness of our cities, the poisoning of our air and water, and the accelerating human destruction of the spaceship *Earth!* Most of the money spent in these emerging markets will go to non-aerospace firms — those in transportation equipment, construction, and power generation among the others which will benefit from the systems capabilities developed by the aerospace industry.

The clouds of uncertainty surrounding domestic and foreign policy, particularly Vietnam, obscure any crystal-clear visibility of the 1970 aerospace picture. Nonetheless, during 1970, it does appear that we shall see changeovers to significant new generation of products in every major aerospace market.

Board's Index of Industrial Production, have declined. Others, such as civilian employment, are continuing to rise, but at a slower rate. However, prices — as measured by the Bureau of Labor Statistics' wholesale and consumer price indexes — have not yet reflected the changing trends of production and employment. To moderate these inflationary price trends remains the priority objective of government fiscal and monetary policy.

Uneasiness and uncertainty over prices, the Vietnam war, and the impact of tax and monetary policies are all contributing to a more cautious consumer attitude. This appears to be confirmed by the rising rate of saving in relation to disposable personal income. Consumers also appear to be using the credit resources available to them prudently. This is evident in the declining rate of increase in automobile instalment credit outstanding. It is also evident in the fact that the average length of term of auto instalment credit contracts has remained stable. The consumer's use of credit together with the increase in savings will contribute to the current effort to meet the challenge of inflation. In the long run, since both trends augment consumers' financial resources, they provide strong financial base for future demand.

General Motors expectations for motor vehicle demand in 1970 reflect these basic economic considerations as well as a number of factors specifically related to the automobile market. New car prices remain highly competitive. For example, the Bureau of Labor Statistics' Consumer Price Index in October was 5.6 percent above the level of a year ago. In sharp contrast, the new car price component of the index was up 1.4 percent. Product variety provides a wider range of customer choice than at any time in history. Finally, with a few exceptions of strike-created

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shortages, inventories of new cars in the hands of dealers are high. This helps assure that most customers will get prompt delivery.

Assuming that the economy continues to expand in 1970, although probably at a slower rate than in 1969, the economic conditions for a good year for the motor vehicle industry would exist. Industry retail sales of new passenger cars in the month of November, the latest data available, were running at a seasonally adjusted annual rate of 9.2 million, including imports. With rising employment and income, new passenger car sales in the area of 9.2 to 9.5 million are anticipated for 1970. Truck sales are expected to approximate the 1969 level of 1.95 million units. On this basis, total vehicle sales in the range of 11.2 to 11.5 million units are a reasonable possibility. Clearly, consumer confidence, always an important factor in assessing the automotive outlook, can have an even more significant effect on the actual pattern and level of vehicle sales in 1970 than in prior years. Government actions to deal with price inflation will continue to have an impact on consumer expenditures in the coming year, and the automobile industry is not isolated from these actions. Progress toward greater price stability and in resolving the Vietnam war would, no doubt, be favorable to vehicle sales.

In addition, the negotiation of new national labor agreements with the unions representing our employees is expected to begin around mid-1970. An improved outlook for industry sales obviously requires agreement on a reasonable settlement permitting the continuation of favorable product values, increased productivity, and the maintenance of the continuity of our operations.

In recognition of the fact that the private sector can contribute in the national effort to restrain inflationary pressures, General Motors has been reevaluating its capital expenditures program for 1969 and 1970. On a worldwide basis, General Motors expenditures for plant and equipment in 1969 are estimated at about $1 billion, of which approximately $900 million was invested in the United States . . . presently planned capital expenditures in the United States for 1970, while meeting the growth requirements of our business, will be somewhat below those in 1969. We hope to achieve this in the months immediately ahead either by adjusting the timing of expenditures on some projects or by deferring others to subsequent periods.

While we believe that these decisions are in the national interest in the short term, we are also keenly aware of the long-term importance of maintaining a high rate of capital investment in the United States. This investment is an essential condition of long-term stability. While business can help restrain inflation by a temporary deferment or postponement of capital expenditures, it has a compelling obligation over the long term to assume the risks of new and hopefully profitable capital investment in the interest of a rising standard of material well-being for all.

RAILROADS (CONTINUED)

I see continuing financial difficulties for railroads. If overall production is kept under restraint through efforts to cool the economy, ra traffic volume could r about level rather tha crease. Costs of pro transport service will c ue to climb. With the v of business lagging b climbing costs, our fin problems will be compou

Finding the means nance greatly needed c and maintenance pro looms as a continuing mount problem for the road industry. Adva costs, the squeeze on ear and the high costs of rowed money intensif critical aspects of the tion. The industry wil tinue to make an all-out to make both our plan service what they shou But getting the fin wherewithal is the key lem. For example, ra wage contracts are subj reopening for further creases effective Janua 1970. Costs for material for capital improvement continue to rise in 1970 costs of fringe benefits tax burdens will also b heavier.

Our recent petition freight rate increase more than a request. I a desperate plea. squeezes created a crisi uation. They forced our tion. We had no choice increase obviously should a favorable effect on ou enues. But the rate in alone won't be enough. major steps must be t For example, there mu prompt elimination of drains of money-losing senger trains, through ernment support if the c ued operation of such is required. Something also be done about the lem of labor costs. I railroad industry, labor

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more than half of the
ıstry's revenue dollar,
ing it imperative to elim-
e excess manpower and
teful work rules. Ways
t be found to curb exces-
wage demands and to off-
rising labor cost levels
reductions in jobs not
ired for efficient opera-
s.

opes for a special contin-
on of the seven percent
stment tax credit for rail-
ls had almost completely
d at the time I was pre-
ng these paragraphs. But
ng congressional support
been building for substi-
legislation which could
railroads tax relief as an
ntive for acquisition of
freight cars and other
ng stock. Proposed meas-
ures would also provide other helpful amortization benefits for railroads. Such help must be provided, or the railroad industry can't keep up with essential modernization programs.

Inflation is the major cause of poor profit performance in the railroad industry. Increases in revenue just don't seem to come close to catching up with increases in operating costs. The major costs are labor and materials, but others are rising too. It's not possible to put a precise dollar tag on the increased costs the railroad industry will face in 1970, but there's little question that they'll be substantial. The dampening of inflationary wage demands is vital to railroad survival. With checkreins upon inflation, we'll make it. But we need to do more than just make it. To be strong and healthy, we must attract needed capital. To attract capital, we need good earnings. But reading all the signs presently available to me, I'd say the outlook for railroad earnings in the first six months of 1970 is not bright.

Ways and means must be found to change the financial status of the railroads. A strong railroad industry in the years ahead will be needed to meet the demands of the burgeoning population and the related production and marketing of goods. We're capable of doing a great job. Given an even break, we'll do just that.

968 GOOD YEAR FOR TRUCKERS MID-WESTERN BANKER DECLARES

all forms of measurement, the motor carrier ry experienced a good year in 1968, a prominent go banker declared in the 17th annual "Bankers' sis" of the industry released this month.

rvin Juliar, vice president, The First National of Chicago, noted, "Measured by the increase ercity ton-miles, revenues or net profits, 1968 good year for the motor carrier industry."

al intercity ton-miles produced by both private r-hire carriers were up 6.7 percent to 415 billion. represents 22.5 percent of all intercity freight, modest increase in the share of market held by carriers, the report pointed out.

ar said the industry showed a "significant re- from 1967, when revenues were held down by 'eather and strikes, and already-lowered profits further reduced by a substantial wage increase." warned that the expansion of revenues and profits ontinue in 1969, but at a more moderate pace.

Another significant factor affecting the industry is the trend toward merger and public ownership which continued to pick up during 1968. In 1967, there were 15,396 motor carriers, the vast majority of them small, family controlled companies with annual revenues under $200,000. During the coming decade, most observers expect this number will decline sharply, perhaps to about 1,000. The companies emerging from this shakeout will have a strong financial base, sizeable revenues, and will most likely be transcontinental carriers, with regional carrier networks blanketing specific geographical areas.

Juliar suggests, "the motor carrier industry has been a labor intensive, low margin industry. In an inflationary economy with upward pressure on all expenses, particularly on wages, it is imperative that motor carrier management find ways to increase productivity and control costs."

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MILESTONES IN TRA

The popular conception of the Ar
ing from battle to battle on foot or on
Most of us are aware of the battle betw
Merrimac. But how many Americans k
Lincoln ordered the establishment of a

John Ericsson, designer of the *M*
Chief of Aeronautics, Army of the Poto
beyond the war years to a new era of
task of improving methods of transport

Captain John Ericsson: Designer of *Monitor* Was Prolific Inventor

by
Michel Scott

John Ericsson, designed of the ironclad *USS M*
of Civil War fame, will be remembered by gene
of "men who go down to the sea in ships."

Born in Sweden in 1803, Ericsson served
country's army, worked as a government surveyo
further occupied himself along lines related to
and marine construction before coming to the
States aboard the steamer *Great Western* in 183

One of his inventions in Europe had been a
engine which used heat to drive a piston. It
more quickly than a steam engine and used le
Another Ericsson invention, an engine emplo
fireplace under a piston, was put into use at Lim
England, in 1827.

Development of a more efficient, copper-tubed
system for ships was the inventor's next project.
was responsible for building engines low enou
ships so that they would not be put out of
easily in event of an enemy attack.

John Ericsson's life had many challenging mo
On one occasion he was blamed for poorly ou
an arctic survey ship, and the ship's master, a C
Ross, punctuated his accusation by sending th
to the bottom. A writer commented that the
vessel would one day provide evidence to his
that the Eskimos had advanced ideas on the
of steam navigation.

Moving into another area of propulsion, E
became a competitor of the great English loco
builder, Stephenson. With only seven weeks in
to design and build a fast locomotive he put to
an engine with a speed of 29.5 miles per hour. Al
Ericsson's locomotive "shot by its competition

(Continued on page 16)

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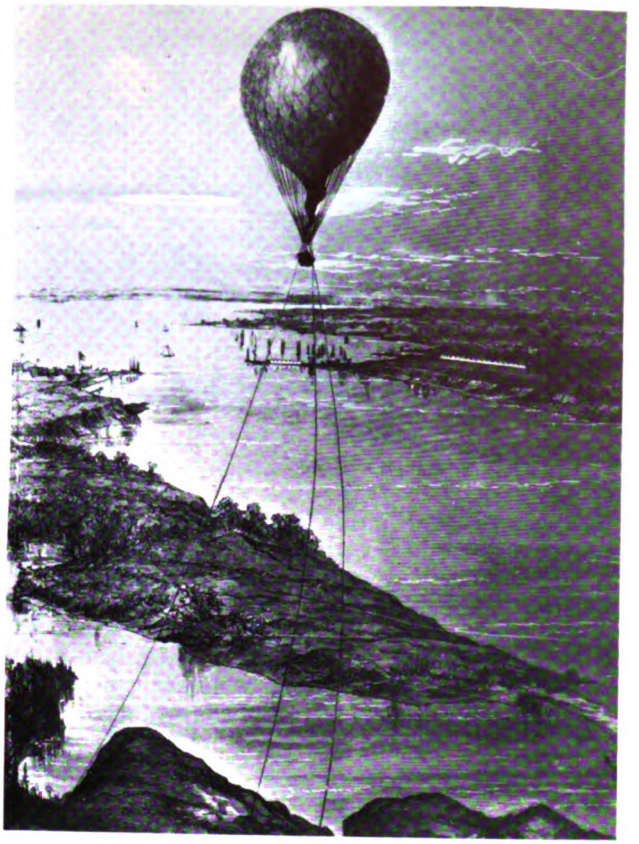
e of muskets and cannon and men mov-
e War Between the States was triphibious.
or and its Confederate counterpart, the
Confederate air force, or that President
utics, Army of the Potomac?
Thaddeus Sobieski Constantine Lowe,
non. Both were men of vision who looked
l employed their inventive genius in the

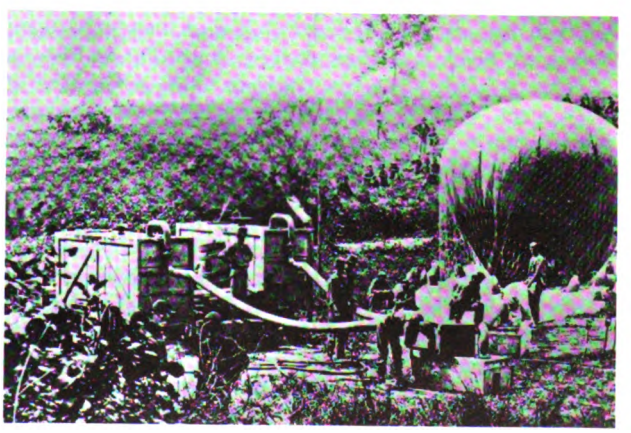
Professor T.S.C. Lowe: Inventive Balloonist Led Union's Air Force

by
Pat Thomasson

pril 1861 Professor Thaddeus Sobieski Con-
e Lowe, America's leading aeronaut and propo-
f transatlantic aerial commerce, prepared his bal-
nterprise for a flight from inland Cincinnati to the
Coast. The purpose of the flight would be to
inancial support for his proposed transoceanic
. He had already built a huge balloon, *The
Western*. which he believed would be capable of
g mail and other cargo to Europe more rapidly
could be carried in the fastest seagoing vessel.
his point in his life the 29-year-old balloonist
ur years aeronautical experience, backed by a
of upper air currents that dated back to his
od. He recalled that he had spent many youth-
urs gazing at "great white clouds hanging like
s or floating slowly across the skies." These ob-
ons convinced him that the prevailing upper air
s moved toward the east, and that a balloon
with these currents would be capable of reach-
rope. Once cargo was off-loaded in Europe the
could be sent back to America aboard a sur-
ssel and readied for another journey.
iting his demonstration flight in Cincinnati on
ning of April 19, 1861, Lowe calculated that a
wind blowing toward the west would indicate
le easterly currents at a higher altitude. Ad-
lly, a westerly ascent at the beginning of a
ed flight to the east would be most impressive
spectators and potential financial backers. He
rd with an assistant to notify him when the
mmenced blowing westward, then went to speak
nquet. In the middle of the feast he was given
"Wind currents all blowing toward the west."

(Continued on next page)





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Professor T. S. C. Lowe

The professor left immediately and, still in his formal attire, went to the lot where the *Enterprise* was being inflated.

At 3:30 a.m. on April 20, Thaddeus Lowe ascended, well-laden with newspapers announcing the event, various delicacies from the evening's banquet, and a container of coffee for the trip ahead.The balloon rose toward the west, began to fade from sight, then turned toward the north. Soon it veered to the east, captured in the strong river of air Lowe had confidently predicted.

At one point in his journey Lowe descended over a gathering of farmers to determine his location. "Where am I?," he shouted. One of the frightened group replied "Virginia," then they scattered in apparent terror.

The professor's second descent was equally brief. The *Enterprise* had moved across Virginia and North Carolina to the northern regions of South Carolina. Musket fire was directed at Lowe by a group of planters when he reduced his altitude near the coast and he quickly threw a ballast bag overboard to regain some of the lost height. Noting the falling sandbag, one planter yelled, "Hey, Mister, you lost your baggage!"

Lowe made his final descent on the afternoon of April 21 and secured the *Enterprise* at Pea Ridge, approximately nine miles west of Unionville, S.C. Of the welcome received there the aeronaut later wrote:

"When I approached the earth the feathered tribe was the first to notice my appearance. They took my balloon for some great hawk . . . and imagining themselves in great and dire danger, immediately flew to shelter, making a great cackling and screeching as they went. This sent consternation into the hearts of the ignorant people who by this time were watching my movements with increasing interest, so that when I finally landed in the midst of their huts they had all fled and it was some time before anyone would approach to aid me in securing the balloon."

The power of curiosity prevailed, however, and farmers began gathering from miles around, all carrying muskets or shotguns and all intent on squelching any danger from this supernatural being from the sky. After futile attempts to calm the nervous multitude with food and demonstrations of his aerial equipment, Lowe withdrew a pistol from his pocke awesome sight, clad in a tall silk hat and Prince coat and with gun in hand, he managed to st crowd long enough to explain at least brief scientific nature of his presence. A few of the taineers then agreed to take him to Unionville he might prove his assertions.

The long journey from Pea Ridge ended a in front of the Unionville jail. Because the cell filled with "Yankee abolitionists," Lowe was ta a hotel. The landlord was surprised to receiv for he had ascended with Lowe the year bef Charleston. He attested to Lowe's status as a sc Early the next morning a crowd met outside th determined to be rid of "the Yankee spy," an fessor Lowe had to be rescued by town official accompanied him to the railroad station wh boarded a train for Columbia.

Timing, however, was bad for the aerona President Lincoln had declared a blockade of So ships and Robert E. Lee was preparing his resig from the U.S. Army. And Lowe was carrying tionist papers printed in Cincinnati—a dangerous indeed to carry into Columbia. When he arrived he was met by a throng of secessionists who wan "tar and feather the damn Yankee." Lowe was once again, only to be rescued by the presiden faculty of South Carolina College who were fa with his proposed transatlantic flight. His repu as a scientist was verified and Mayor W. H. Boat gave him a formal passport to assure a safe north journey.

On the trip north Professor Lowe saw man ditional indications of war, and decided to put asi transatlantic project and devote his skill and expe to his country.

Lowe's next move, after reaching Cincinnati, continue his effort to convince the Governme the military value of aeronautics. He closed o personal business quickly and went to Washi D.C., where he set up operations on the grou the Smithsonian Institution on June 5, 1861. O 18 he ascended with telegrapher Herbert Robin demonstrate the value of aerial reconnaissance a to-ground communication. Mr. Robinson tappe the following message for delivery to President Li

"FROM THIS POINT OF OBSERVATIO COMMAND AN EXTENT OF COUNTRY NE FIFTY MILES IN DIAMETER. I HAVE PLEASURE OF SENDING YOU THE FIRST GRAM EVER DISPATCHED FROM AN AE STATION, AND ACKNOWLEDGE INDE NESS TO YOUR ENCOURAGEMENT FOR OPPORTUNITY OF DEMONSTRATING AVAILABILITY OF THE SCIENCE OF NAUTICS IN THE SERVICE OF THE COUN I AM YOUR EXCELLENCY'S OBEDIENT ANT, T.S.C. LOWE."

President Lincoln summoned Lowe to his offi scheduled a meeting between the aeronaut and G Winfield Scott. Reluctantly, General Scott a that Lowe's balloon program be given suppor

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rofessor was named Chief of Aeronautics, Army Potomac. Thereafter the balloon service proved rth many times as Lowe and other aeronauts frequent reconnaissance flights over enemy lines tain information on enemy strength, positions ctics. In time Lowe built his force to a strength en balloons and 200 men. The balloonists risked ives daily, not only over land but in some in- s in support of naval operations. One of the ns was operated from the deck of the *George ngton Park Custis*, history's first aircraft carrier, ocations in the Potomac, York and James Rivers ne Chesapeake Bay. This balloon, and another ed from land, helped break the Potomac block-

Confederate forces also operated a balloon, g it from one launch site to another by rail and er steamer. General James Longstreet wrote it in *Century Magazine*.

e Federals had been using balloons in examining sitions, and we watched with envious eyes their ful observations. While we were longing for the ns that poverty denied us, a genius arose for the on and suggested that we send out and gather esses in the Confederacy and make a balloon . . . e had a great patchwork ship of many hues.

had no gas except at Richmond, and it was the to inflate the balloon there, tie it securely to gine, and run it down the York River to any where we desired to send it up. One day it was teamer down the James River when the tide went d left the vessel and balloon high and dry. The ls gathered it in, and with it the last silk dress Confederacy."

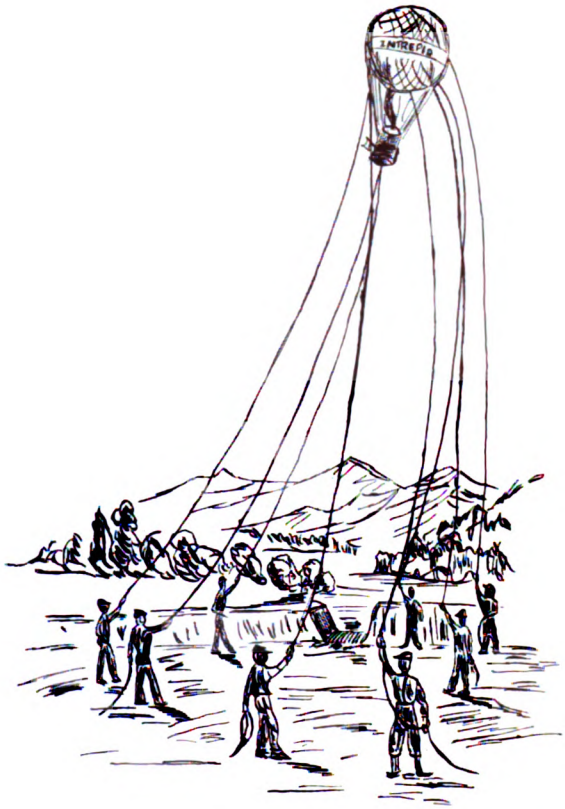
he Confederate air force was limited by poverty nemy action, Lowe's larger aeronautical service agued by military traditionalists who insisted that should be fought in the old ways. General e Stoneman, whose cavalry forces included 10,- rses, called Lowe in and accused him of "drawing fire over all my fine horses."

w can shots fired at us endanger your cavalry? lloons are fully a mile from your horses," Lowe d.

tell you how," Stoneman replied. "Each time bels fire their big guns at your balloons, every in my outfit humps his back!"

pite opposition from many generals, Lowe con- operations until the Spring of 1863. Then, ill laria, he resigned after a career of some 3,000 ions. The Corps of Engineers was given respon- for the balloon corps, and support was denied ung captain placed in charge. The balloon serv- ickly ceased to function.

r leaving Army service Lowe abandoned work transatlantic airline, but continued to insist that n operation was feasible. He put his inventive to work in a number of ways that would, in time, important to the world of commerce and com- ution. He devised a refrigeration system which e forerunner of today's cold storage industry. His efrigeration equipment made possible the long-



distance transportation of perishable products, thereby opening new doors for world shipping. His other achievements included development of the first incandescent gas light, the Mount Lowe Railway in Southern California's Sierra Madre Range, and the Lowe Observatory, also in California, where Man could study a future realm of travel, that of outer space. Who can say that this observatory did not, at least in a small way, help pave the way for last year's journeys to the moon and future exploration of the planets?

While it is unlikely that Lowe spent much of his time speculating on interplanetary travel he did, in his later years, develop the concept of what he called a "planet airship," globular in form, powered by gasoline engines, and employing hydrogen gas for lifting power. After a short time he abandoned this concept and proposed a different kind of airship: "a balloon to which a car resembling a large boat" would be attached. The balloon would employ a 150-horsepower gasoline engine, provide crew sleeping quarters, and carry up to 20 tons of freight. Although Lowe was never able to obtain the funds he needed to build these airships, he was able to applaud the aeronautical efforts of Count Ferdinand von Zepplin. He had conferred at length with the German inventor during the Civil War and both men were convinced that development of aerial commerce was inevitable.

Despite his many contributions to science and technology, Professor Lowe died heavily in debt on January 16, 1913, at the age of 80. During his four score years on earth he had enriched the lives of all mankind.

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JOHN ERICSSON

(Continued from page 12)

projectile" during a race, it was disqualified because it was less sturdy than its competitor.

After moving to the United States Ericsson began development of a revolutionary "caloric" or air engine for use in ship propulsion. The main selling points were fuel economy and lack of smoke. The engine's cylinders were so big that a man could sit on one of them while they were going up and down.

A trial voyage of a sidewheel steamer fitted with a caloric engine began on January 11, 1853. The stated purpose of the trip was to "supply the definitive answer to questions and speculations that had been accumulating." The press accepted information concerning the engine with little criticism, and the public was set to watch a revolution in ship propulsion take place in the waters of New York Bay. During a two and a half hour trial voyage the ship traveled about seven miles and returned, and the next morning's papers were filled with stories of Ericsson's successful new ship. One paper sated that "The age of steam is closed. The age of caloric opens. Fulton and Watt belong to the past. Ericsson is the great mechanical genius of the present and the future."

But the bubble burst. Euphoria disappeared as realities became more evident. The caloric engine was inefficient despite the inventor's claims. In February 1853 the ship, named the *Ericsson*, made her first voyage to Washington, D.C. It was a round trip of about 500 miles at a speed reported as averaging 4.7 to 6.0 knots. The public was assured that "she made no attempt to try her speed on the way hither, that forming no part of the object of the voyage." The ship was visited in Washington by President Fillmore, President-elect Pierce and delegations from the Congress. Captain Ericsson convinced the Secretary of the Navy that a large caloric engine could be built that would attain a minimum speed of 10 knots with a maximum coal consumption of eight tons in 24 hours, and Congress was asked for an appropriation of $500,000 to have *Ericsson* build such a vessel. But the inventor's confidence exceeded the actual potential of his creation, and fortunately, the money was not appropriated. When Ericsson at last admitted to himself that the caloric engine would never be practical, he returned to working with steam engines and the screw propeller.

At this time Naval personnel were not happy with steam as motive power, partly because the paddle wheels then in use were easy to destroy in a naval engagement. Ericsson's contributions to ship propulsion, incorporating both the screw propeller and the engines installed below waterline, provided greater protection as well as greater stability, and the inventor enjoyed widespread fame.

While Ericsson's contributions to sea transportation were many, his lasting fame came from development of the ironclad *Monitor* of Civil War renown. The

Captain John Ericsson

ship looked more like a submarine than a 19th C surface ship, and it included many new and unf features. Even the ship's toilet, installed belo water line, was unique, in that it incorporated pump flushing device. In order to flush it the us had to close the upper end of the pipe, open the end, then activate the force pump to drive o water from the pipe, with its contents. A ship's s who omitted an essential part of this ritual foun self suddenly projected into the air at the end column of sea water.

The success of Ericsson's *Monitor* proved world that a new era of water travel had inde rived, and that the day of wooden-hulled sailing was over, at least as far as the world's navies concerned. The battle record of the *Monitor* s that she could turn circles around the Confe ship *Virginia*, and that she was not affected b latter's shots. The revolutionary use of a revolving had far-reaching consequences and led to the ship as we know it today.

Most of Ericsson's inventive genius was in the propulsion, and full development of his ideas have made him one of the Nation's wealthiest But he was an impatient man, primarily interes proving to himself that an idea was feasible. Pr application was, in most cases, left to others, alon the profits. It is a little-known fact that John Eric interests reached beyond ships and locomotives study of solar radiation and the moon. His wo solar radiation dates from about 1864, and a pub article by the inventor included a drawing o moon's surface, with Earth hanging in the sky head. The drawing was not too different fro photographs brought back last year by the astronauts.

It is a safe assumption that if Ericsson were today he would be contributing to the scienc aeronautics and astronautics, perhaps working t a long voyage to several planets of our solar s for truly, he was a man ahead of his time.

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retary of Transportation John announced recently a $529,- grant to the University of ern California in Los Angeles nduct a three-year program of research on jet engine noise ts abatement. In making the ncement, Secretary Volpe "The commercial aviation in- has had limited success in pping and applying devices t noise suppression. As we ach the age of supersonic it is apparent we must y increase our knowledge of ise if we are to contain it an acceptable level."

***

ckheed Aircraft Corp. recently nced that a C-5, known to the rs as Ship 0008, was flown to AFB, N.C., to begin a year- series of tests to demonstrate rgo and troop delivery capa- Nicknamed TADJET (for port Air Drop and Jettison the program is being con- d by a joint Air Force, Army ockheed test team.

***

e Secretary of Transportation tly demonstrated a modified engine and exhaust system ansit buses which offers sub- al improvements in eliminat- pollutants, smoke, noise and Secretary Volpe pointed out, ver, that the new unit "is not nal answer but is a significant pment along the way." In on, the Secretary also noted evelopment of gas-turbine in- buses by Ford and General rs, and General Motors' de- ment of a gas-turbine transit

Brigadier General Thomas L. Hayes, USAF, Deputy Commander for Resources and Management, Headquarters MTMTS, has announced his retirement from the Air Force effective January 31, following a 30-year military career. He

joined MTMTS in August 1966 as Deputy Commander for Management and Systems. During World War II he served in both the European Theater of Operations and in the South Pacific as a fighter pilot, and was credited with destroying nine and a half German and two Japanese aircraft. Prior to joining MTMTS he commanded the 85th Air Division at Ramstein, Germany. General Hayes is a graduate of the NATO Defense College and the University of Oregon. His decorations include the Silver Star, Distinguished Flying Cross with two oak leaf clusters, the Purple Heart, the Air Medal, the Air Force Commendation Medal and the French Croix de Guerre with gold star and palm.

***

A Greek shipping line, Chandris, expressed interest in purchasing the laid-up liner *United States*, but termed exploratory talks unofficial.

The Maryland Port Authority has announced substantial revisions in its 10-year, $67 million program for port development because of the rapid increase in containerized cargo movements.

***

The United States and Spain have agreed to deny political asylum to aircraft hijackers in a precedent-setting provision of a new extradition treaty now being negotiated, the State Department has announced.

***

Continental Airlines recently joined an agreement of U.S. trunk air carriers to provide financial assistance to one another in the event of a strike. Continental's entry brings to nine the number of carriers in the agreement. National Airlines became part of the pact several weeks earlier, following amendments to the agreement by the original seven parties that increased the amounts payable to a struck carrier.

***

The Civil Aeronautics Board recently asked for comments on an airline industry plan to establish two carrier-owned insurance companies to help spread the risks of operating large jets. The plan resulted from studies by the International Air Transport Association, a group representing foreign carriers, and the Air Transport Association of America, which represents domestic carriers.

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Newsreview

United Air Lines has announced the inauguration of nonstop freight flights between Los Angeles and Memphis beginning January 15, using Boeing 727 cargo jets. The flights will provide the first direct all-cargo jet service between Los Angeles and both Huntsville, Ala., and Greensboro, N.C., an airline spokesman stated.

***

In addition to the projected civilian version of the C-5A *Galaxy*, Lockheed is moving ahead with an intercontinental version of its L-1011, the huge new tri-jet airliner of the Seventies. This updated version is to have engines rated at 55,000 lbs. thrust. It will carry 252 passengers plus 6,900 lbs. of cargo. This is the type of plane generally referred to as an "airbus," in that it is designed to transport people and cargo at the lowest possible cost.

***

Major General James C. Sherrill, present commander of Military Airlift Command's 22nd Air Force has been nominated to the rank of Lieutenant General and assigned as the vice commander of MAC effective February 1. He replaces Lieutenant General James W. Wilson who will retire on February 1.

***

The Sante Fe has come up with a new concept in railroad transportation, a "coaxial train." The train has no cars and no couplers. Each wheel has its own motor. It rides low to reduce wind resistance, and will be capable of traveling 100 miles per hour on existing track.

The Maritime Administration, under orders from the Secretary of Commerce, recently made formal request for detailed information on the carriage of Government-generated cargoes by subsidized lines before deciding whether to cut the operators off from subsidy before they handle the freight. Non-subsidized carriers, through the American Maritime Association, have demanded that no operating subsidy be paid to liners who haul such preference freight and that refunds of both operating and construction subsidies be required when they do.

***

The U.S. Court of Appeals has ruled that the Defense Department is not bound to break out mothballed reserve fleet cargo ships just to keep military shipments moving on American flag vessels. When reserve fleet vessels are activated, the court ruled that they become fully available for the purpose of cargo preference legislation. "Until then they are part of a stockpile held for emergencies but now in operation, and they are outside the category of available vessels to consider before shipping military supplies in foreign bottoms," the decision said.

***

The ex-Weyerhaeuser freighter *George F. Long*, which was renamed *Reliance Harmony*, was lost recently in the China Sea, but its Korean crew was rescued. Weyerhaeuser sold the ship, last of its fleet, in March 1969 for shuttle duty in the Far East.

U. S. Maritime Admini Andrew E. Gibson pointed o the United States accoun nearly a third of world trad ships built in this country less than 11 percent of the to He said that unless there change by 1982, the figure decline to three percent . . . t ships we'd have then, unless icy change is made, would enough to meet half the co shipping requirements.

***

An air corridor 6,000 feet was recently cleared through fog at Seattle-Tacoma Interna Airport in a test run effort to the Nation's foggiest airport. airmen in a specially-equippe 3 dumped 300 pounds of a ical called polyelectrolytest d 42 passes over the field. The like substance absorbs the mo from the fog. The seeding q tion raised the visibility from to 6,000 feet, airport officials

***

"The old order passeth" and now we are witnesses to changes taking place in the based transport field. The in ing number of laid-up luxury including our only major p ger ship, is testimony to rising and lagging interest in sea portation on the part of the p Two bright notes: Grace Lin ing an 86.8 percent occupancy on its two top-rank ships, a Matson Line, operating out Francisco and Los Angeles. M reports brisk sales of past bookings for cruises aboard ers.

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Admiral Lawson P. Ramage, nder, Military Sea Transporta- rvice, has announced his re- t from the Navy, a year be- e reaches the mandatory re- t age of 62. His retirement ke place on April 1 when he over the Department of De- hipping agency to the Navy's Inspector General, Vice Ad- rthur R. Gralla.

iral Ramage, who has headed since March 1967, is a native nroe Bridge, Mass., and holds edal of Honor for World War narine service. Admiral Gralla ormer deputy commander of having served in that capacity April 1961 to January 1963 un- ce Admiral Roy A. Gano.

***

ontract for $1,191,000 for oring and related terminal s has been awarded to the Stevedoring Co., Mobile, or a two year period ending nber 1971, Brigadier Gen- dwin B. Owen, USA, Com- r, Eastern Area MTMTS, nounced.

Officials of the Norfolk Port and Industrial Authority and Seatrain Lines, Inc., have announced a weekly container service between Puerto Rico and the Port of Norfolk. This is the first direct service between Norfolk and Puerto Rico since 1957. According to J. N. Crumbley, General Manager of the Port Authority, the service should mean an increase of 25 to 50 per cent at Norfolk International Terminal, which has already grown at a tremendous rate.

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A panel discussion of terminal planning control, and an address by Paul V. Cherington, Assistant Secretary of Transportation for Policy and International Affairs, will highlight the annual meeting of the Northwest Shippers Advisory Board, to be held March 18 and 19 at the Ambassador motor hotel in Minneapolis.

***

A New Jersey firm has offered to build a non-stop, high speed transportation system for businessmen working in the financial district of New York City. It would connect with fashionable East Side apartments. Fast hydrofoil craft, capable of carrying 110 passengers and cargo at 45 miles per hour would compete easily with a ferry In an application filed with the Coast Guard the company pointed out that such a hydrofoil craft would compete easily with a ferry boat with a capacity of 3,000, because of the added number of trips it could make.

At the end of its 1969 season the St. Lawrence Seaway was running about 18 percent below its cargo tonnage for 1968. Most of the decline was in bulk commodities, and most of that was in upbound ore shipments.

***

Once upon a time there was to be a shiny new passenger terminal in New York. There, all the world's passenger ships, including our country's finest, were to load and unload passengers. The new terminal was expected to handle 800,000 travelers a year. The year 1969 is now history and the *United States,* world's fastest liner, has departed without a replacement, and decay has set in on the old North River docks. The long-planned consolidated passenger ship terminal seems as distant today as when proposed more than three years ago. Financing costs, coupled with the effects of inflation, are said to be the major hurdles.

***

The largest containerized shipping facility on the West Coast was unveiled recently at the Port of Oakland by Sea-Land Services, Inc. A 50,000-square-foot truck and rail terminal, a 6,000-square-foot control and office building, a 200-foot customs platform, a doubling of the capacity of the marine operations building and a third PACECO crane are among the features of the fourth major expansion by Sea-Land since 1962.

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Newsreview

In a recent speech to the Aero Club of Washington, John H. Reed, chairman of the National Transportation Safety Board, said airlines must improve their accident rate or face the prospect of a thousand fatalities a year by 1980, a loss that "will not be tolerated by the traveling public." According to Reed, in 1968, "we had 345 fatalities in scheduled air transportation in the United States. Utilizing today's rate and applying it to the projected exposure of 1980, it could produce over 1,000 fatalities in one year."

***

Something new in propellers for ships? A variable-pitch propeller, using much the same concept as the variable-pitch airplane propeller, is seen as a likely candidate for use in large-ship applications, such as tankers. Another good possibility for future application is the contra-rotating propeller, since it's cheaper to build a large ship with one propeller installation than with two.

***

Federal, State and local governments will have approximately $19 billion available for highway purposes during calendar year 1970, according to a recent estimate by the Federal Highway Administration.

***

The largest sunken ship in the world? The 207,000-ton tanker *Marpessa*, which caught fire after an explosion and sank about 50 miles northwest of Dakar, Senegal, in mid-December. She was heading back to the Persian Gulf after delivering a load of crude oil in Rotterdam.

***

Federal Aviation Administration has announced a regulation designed to cut in half the noise from new planes during takeoffs and landings. The regulation applies only to the Boeing 747 and other airbus and jumbo jet types not yet in service, but an FAA spokesman said similar regulations are being considered for current jet planes.

***

The *S.S. Manhattan*, first commercial cargo ship to complete the legendary Northwest Passage, did not carry wheat to Pakistan as originally planned. The big ship was scheduled to leave early in December with a grain shipment. Hull damage received during the Arctic voyage wasn't completed in time to make the Asian delivery.

***

Pan American, first airline to fly the new 747 jet transport in regular service, ran into some problems. Conventional boarding ramps would not suffice; the 747's doors are 16 feet up and required new facilities. A new and powerful tractor had to be produced in order to tow the big planes about on the ground, and each of these cost the company $125,000. The old techniques for handling baggage, serving meals and even cleaning out the ashtrays had to be revamped. Total investment in planes, equipment, training, etcetera is a whopping one billion dollars. This will provide Pan Am with 33 planes.

Jet-age trains, getting pow a wayside rail, will be able t speeds up to 300 miles pe according to two studies m the Department of Transpor One study indicated that h voltage (15-30 kilovolt) alte current system was technica economically the most att with existing technology. Hig age direct current power cou sibly be better at the powe and distances studied, but would require development nents.

***

Department of Transport Federal Highway Adminis has issued a summary report analyzes highway accidents o mercially operated vehicl which fire was involved. Fh Bureau of Motor Carrier S report says that in the 12 period there were 735 inc reported by motor carrers i ing fire. This was 1.69 perc the 43,451 reports submitte such carriers during the yea 735 occurrences resulted i fatalities, 356 injuries, and erty damage totaling almo million.

***

Eastern Airlines has ope new $1.7 million cargo termi Miami International Airpor terminal is the first building p and constructed especially cargo. John B. Anderson, vic dent of customer services, that 25 million pounds of ca flown into and out of the and "This year the total will 62 million. . . . By 1975 we to fly 135 million pounds i out of Miami."

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recent survey disclosed that r cent of general aviation's accidents last year were l by pilot error. Biggest of- was the "occasional flier". nal Transportation Safety figures show 692 accidents business and professional last year, resulting in the of 1,339 persons. Errors by pleasure pilots caused aths.

***

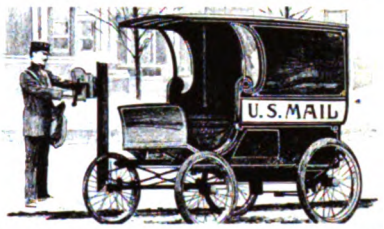
etary of Transportation John pe has approved 17 projects at improving intracity trans- on in Atlanta, Dallas, Den- ttsburgh and Seattle. Criteria ection included: relevance of ds and results to national ortation problems; innova- nd imaginative solutions; in- nal changes; solutions to city problems; reflection of planning goals; reflection of specific national and local selection criteria; and relevance to national guidelines.

***

Anti-oil-spill tanks are being tested by the Coast Guard. The pollution control system tests at Norfolk, Va., are designed to help prevent disabled tankers from fouling beaches and shorelines. Mammoth rubber-nylon tanks are employed to prevent the oil from leaving a damaged ship.

***

Sometimes the simplest solutions to a transportation officer's problems are the most effective. For example, the U.S. postal service provides a reliable, quick, economical method of moving small shipments within the continental United States or to overseas destinations, permitting packaging, handling and documentation savings. A general rule is that the postal system should be used for moving supply parcels which are not susceptible to consolidation for shipment as freight and which meet each of the following conditions: Shipment by other more economical modes cannot meet the required delivery date: cost via parcel post is less than other modes of transportation; and the package



conforms to U.S. Postal Manual requirements with respect to size, weight, packaging standards, and acceptability of content. On shipments of packages to overseas areas the shipper indicates the required delivery date on the package. This enables personnel at postal gateways to monitor official mailings and direct their movement at the most economical cost.

THE *NEW MAN* THEME IN LOGISTICS

(Continued from page 7)

itisfactory. This was at- able to "low morale, low ation and inadequate level." The low morale aid at the doorstep of of involvement" and "no tunity." The skill level m is due to the "chang- mplexities" of the logis- asks. Morale and moti- can be increased by job ement, opportunity and increased responsibility. Skill level can only be increased by better training and education. This appraisal is not necessarily limited to the depot level activity only. It is applicable even at the elevated echelons of the Washington hierarchy.

The same study referred to above defined a "new man" concept, one which will improve individual and collective performance. The image of the new man can acquire substance and visibility through job enlargement, opportunity and increased responsibility. While it is not suggested that any Service substituted quantity for quality, there has been an inclination to staff organizations with a sufficient number

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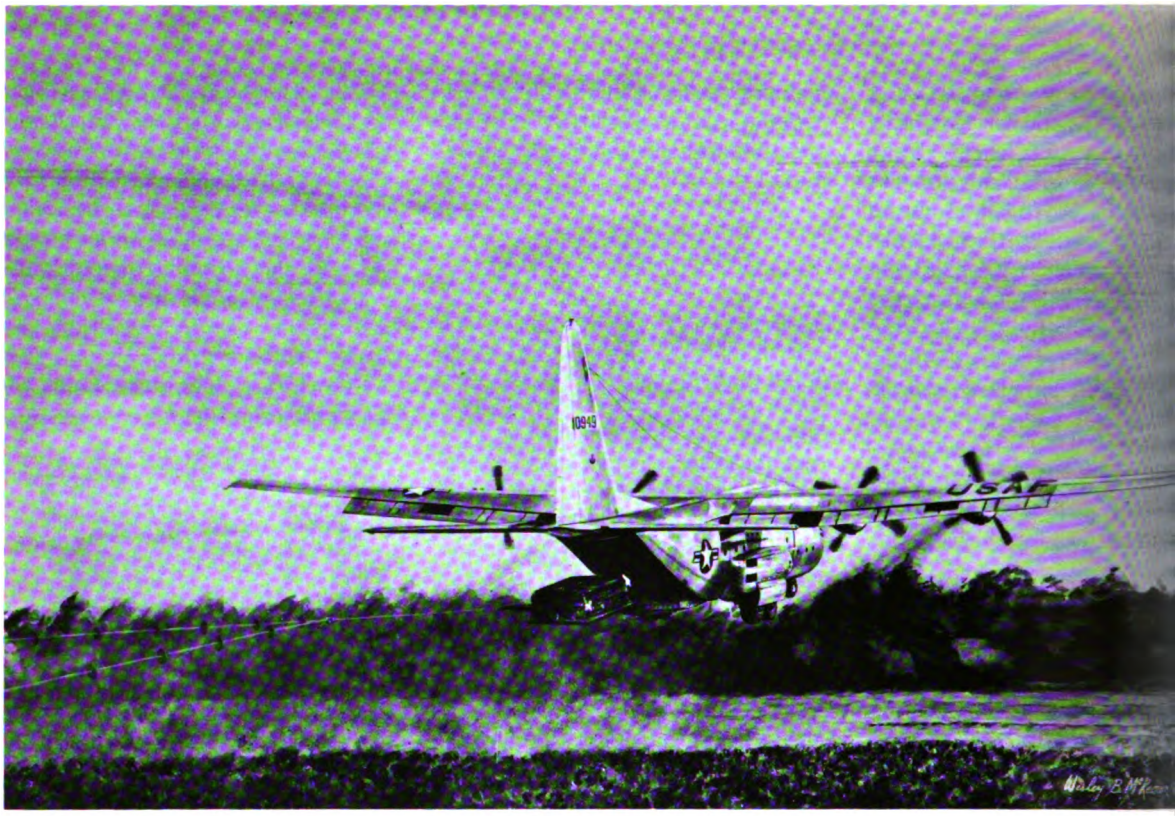

"Painless Extraction" by Wesley McKeown, Courtesy Air Force Art Collection.

of bodies to perform all assigned tasks. There always has been an emphasis on quality, but it is often expedient, and even perhaps necessary in extenuating circumstances, to overwhelm the job with sheer numbers of bodies. Like the passing horse and buggy days, the idea that unlimited manpower alone is sufficient to get the space age job done is an anachronism. The emphasis in the future must be on quality and not quantity. Given fully qualified, dedicated and ambitious young men, we will not only do our job better, but more efficiently. We will achieve greater economic benefits by being able to reduce our manpower requirements significantly.

What do we have to do to achieve a "new man" profile on a universal scale? Anything less than that will dilute the system as a whole. First, we have to do a better selling job to the young man at the high school and the undergraduate college level, so that his opportunities, personal satisfaction and prestige are as great or greater, in the Armed Forces than they are in the rank and file of industry. We have to convince him that he is not just a number on the company roster, a cog in an archaic machine, or a nameless individual left at the mer an inanimate machine charts his career and pl destiny ruthlessly and d sionately. We must assu prospective young offic new civilian that he w given every opportuni demonstrate his initiati dustry, professional c tence and drive to hi periors. He must be vinced that the degree involvement in perfo and managing essential tic functions will be mined primarily by his ability, dedication an dustry. He has to be s the idea that his relative be he an airman or offi

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overriding considera-
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ing is parceled out on an *ad hoc* basis with little regard for a progressive and continuing program of educational development and improvement. With respect to the training of civilians, particularly at the middle management level, well defined and implemented programs are almost nonexistent. Consequently, the middle level managers who are supposed to augment the military capability and who act as advisors and consultants to the military in the professional fields, are neither current nor well informed of what is happening in the real world.

Another problem concerning the civilians which has to be recognized is their competence with respect to what is happening in the field. Here, again, the problem raises its head at the GS-10 level and above. While DOD and Civil Service policies do permit the rotation of the civilians to oversea field and operational activities, the program has been somewhat less than a whopping success. Once a civilian is recruited and earmarked for a specific job, he essentially is confined to a cubicle which becomes his home for the rest of his career. For example, in the transportation field a civilian transportation officer or traffic manager, once placed, operates in a narrow geographic environment and essentially does not know what the bases, depots, aerial and water ports, headquarters of the operational commands or transportation agencies do, and how they do it, except indirectly. Unless this problem is solved satisfactorily, the potential of the civilians cannot be utilized effectively. The Services must develop effective programs for periodic rotation of the civilians or, as a minimum, implement plans which will require annual assignment to base, depot, port and operational command activities for a period of no less than 30 days.

To achieve diversified training for the future logistics officers, the current practice of assigning an individual to supply, maintenance or transportation, on an exclusive and fixed tour basis, may have to be revised. The interface between supply and transportation, for example, is such that the versatility of an individual in one area can be enhanced significantly if he is familiar with the work of the other. A good supply man should have a working knowledge of how the transportation system works if he is to be effective in accomplishing his function effectively and economically. Similarly, a good transportation officer should have more than just a passing knowledge of maintenance. Granted that there are in being programs for officer career broadening, their limited and merely permissive application can be characterized as being too little and too narrow. The career broadening program should be mandatory, continuing and extensive, both in the military and civilian ranks. As a beginning, we should look at the policy of exclusive assignments in the supply, maintenance and transportation areas for specified pe-

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riods to determine the feasibility of making changes.

Brigadier General Maurice F. Casey, Director of Transportation of the Air Force, put our people problem in its proper perspective. He said, "We have sufficient talent come to us each year in the form of new officers, airmen and civilians to accomplish our assigned mission. What the quality of our manpower pool will be in the next ten years will depend largely on our success in developing, motivating, exploiting and retaining this talent."

While this appraisal is universal in scope, its significance is acutely relevant in the transportation field where one out of every thirteen people is involved in transportation or the related functions, and where one out of every five dollars is spent in providing a transportation service.

In one form or another, great leaders since the beginning of time have exp
the theme that given th
who can think and do,
is no task that is insurm
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challenges in every fi
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a far better job in m
their challenges than t
gistics managers. The ap
tion of the same type o
by the logistician can pr
the man and the system
a first class logistics jo

ABOUT THE AUTHOR

Lieutenant General Harry E. Goldsworthy was born in Spokane, Wash., on April 3, 1914, and was raised on a farm near Rosalia, Wash. He was graduated from Rosalia High School in 1931 and Washington State College in 1936 with a bachelor of arts degree in business administration and a commission as a second lieutenant, Infantry Reserve. After graduation he worked with the Equitable Life Assurance Society and the U.S. Soil Conservation Service until 1939 when he was accepted for flight training with the U.S. Army Air Corps.

His first assignment after graduation from flying school at Kelly Field, Texas, was with the newly activated 25th Bombardment Group at Langley Field, Va. The group was transferred to Borinquen Field, Puerto Rico in late 1940 and was stationed there at the beginning of World War II. He flew submarine patrol in the Puerto Rico and Trinidad area until 1943, was reassigned to a B-25 replacement training unit at Columbia, S.C., and later served in the Southwest Pacific with the 42nd Bombardment Group. When the war ended he was in the Philippine Islands as a group commander.

**After occupation duty in Japan he was assigned to a B-29 unit at Davis-Monthan Field, Ariz. In December 1948 he became commander of the 11th Bombardment Group, Carswell AFB, Texas, and in July 1949 was transferred to Washington, D.C. as a member of the newly formed Weapon System Evaluation Group un
Joint Chiefs of Staff.**

**He entered the Army War
at Carlisle Barracks, Pa., in 19
from 1953 to 1956 served as
Chief of Staff, Operations, Ai
ing Ground Command, Eglin
Fla. From 1956 to 1958
Goldsworthy served as Inspecto
eral, then Chief of Staff, Seve
Air Force, in Morocco and L**

**Upon graduating from the
trial College of the Armed
Washington, D.C., in 1959,
assigned to Strategic Air Co
as Vice Commander, 4061st A
fueling Wing, Malmstrom AFB
In September 1960 he was tra
to the Ballistic Missiles Center
Air Materiel Command and
as site activation task force
mander for the first Minuteman
tercontinental Ballistic Missile**

**General Goldsworthy was a
in August 1963, as Director
duction and Programming,
Chief of Staff, Systems and L
Hq. USAF, Washington, D.C.
1967 he assumed command
Aeronautical Systems Divisi
Force Systems Command, at
Patterson AFB, Ohio. He
signed as Deputy Chief of S
Systems and Logistics, Hq. U
August 1969.**

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TRANSPORTATION CORPS SEEKS MOTTO

EUSTIS, VA.—More than 200 entries have eceived in the contest for a motto for the Transportation Corps. The contest will continue b. 28.

person who suggests the selected motto will an award of a $200 U.S. Savings Bond.

contest is open to all active duty officers, war- icers and enlisted personnel in the Transporta- rps. Maj. Gen. Howard F. Schiltz, commanding of Ft. Eustis, Va., has formed a committee for ging the entries.

rding to the committee the mottos which are ed should be a short expression, about five words which indicates the role and mission of the rtation Corps, and should exemplify its out- g spirit, accomplishments and objectives.

bers of the Corps who send in their entries are ed to give their return unit address, their name, d social security account number.

ntries should be submitted to the chairman of nsportation Corps Motto Committee, Office of e Development, Literature and Plans, Army rtation School, Ft. Eustis, Va. 23604.

Active promoters of the 1969 Combined Federal Campaign at Headquarters MTMTS included (left to right) Gwen Rhoads, Pat Thomasson, Vera Cook and Joy McDonough who came to work wearing colorful CFC banners. Headquarters MTMTS surpassed its goal of $12,500 six days before the campaign ended.

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translog

You have read the final issue of TRANSPORTATION PROCEEDINGS. With this, the twelfth issue of the third volume, the old title and format of MTMTS' official magazine are honorably retired. The next issue will be Volume I, Number 1 of TRANSLOG—The Journal of Military Transportation Management.

TRANSLOG will speak with the authority vested in TRANSPORTATION PROCEEDINGS, but in the accents of the new decade. Introducing the MTMTS official magazine in February 1967, Major General John J. Lane said that TRANSPORTATION PROCEEDINGS ". . . should be a vehicle for translating transportation policies into reader understanding, cooperation and acceptance." The contents would include—

* Insights into the background of current regulations affecting transportation matters

* Current news of changes and developments in transportation agencies and their procedures

* Discussions of current trends in transportation policy

* Reports on the status of legislation affecting Defense transportation

* Feature articles calculated to stimulate exchange of ideas on transportation subjects throughout the Defense establishment.

TRANSLOG will continue to provide the insights, the news of trends, changes and developments, and the exchange of ideas. New emphasis will be given to the problems and interests of local Transportation Officers at Base and Installation level. Major General Clarence J. Lang, present MTMTS Commander, has emphasized that local transportation offices are the ultimate targets of this agency's planning and management. It is through the ITOs and BTOs that MTMTS interfaces with the men and women of the Defense establishment who are its customers, and it is in the effectiveness and efficiency of local installation transportation operations that we look for the results of our management efforts.

TRANSLOG, in a new department, will highlight the continuing developments in Defense transportation which will be necessary to respond to major changes in the transportation environment foreseen for the 70s.

TRANSLOG will continue to serve the readership of TRANSPORTATION PROCEEDINGS, while expanding its service to all levels of the Defense transportation family. Your comments on the new format and your suggestions will be welcomed.

the journal of military transportation management

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March 1970

VOL. I No. 2

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formerly TRANSPORTATION PROCEEDINGS

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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Deputy Commander

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FEATURES

ALASKAN TRANSPORTATION: UNIQUE AND CHALLENGING
Lieutenant Colonel Walter J. Felker, Jr., USAF .....

WHAT I EXPECT OF MY TRANSPORTATION OFFICER
Major General John H. Hay, USA .....

MAJOR JOHN QUINLAN: PROBLEM SOLVER
Lieutenant Stephen J. Walden, USA .....

U.S. ARMY TRUCK TEST, 1912
Nelson S. Pringle .....

DEPARTMENTS

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TO's Hotline .....

Transportation Trends .....

Newsreview .....

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do not necessarily reflect the official viewpoint of the Department of th
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ON THE COVER: *The Army Packer*, by Frederic R
(1861-1909), famed American artist and writer who was be
for his paintings of the Western Plains.

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VIEW FROM THE TOP

by

RADM Elliott Bloxom, USN
Deputy Commander, MTMTS

nonth this magazine carried an article noting Navy Supply Corps was celebrating its 175th ary. It is interesting to reflect on the changes e taken place in 175 years as the Navy has d from round shot to rocket. Wooden ships ail have been replaced by steam driven ships and in many new ships, particularly sub- nuclear power has become the basic energy In the Merchant Marine changes have been dramatic, as the size, speed, and capacity of ve increased.

lso interesting to consider the similarities be- ne seagoing forces of yesterday and today. y still provides national security through sea and the commercial ship operators still ply the carrying to countries over the seas goods ex- our needs to be exchanged for materials which or can best procure beyond our shores.

which moves over the oceans is still carried and for the most part moves between the orts it did 175 years ago. The boxed, baled and cargo of 1795 was loaded by hand into the cargo ships. Handwritten listings of the goods arried were completed and put on board before and arrived at the oversea port with the ship.

, cargo, often containerized, is loaded with automated shoreside gear into the holds of ships. High-speed EAM equipment prepares ards containing information about the cargo are fed into a computer and reproduced in a e-prepared manifest. Theoretically we are able de manifests far in advance of ship arrival at shore, by transceiving the data elements and ailing copies of the printed manifest to all ports

ll too often in 1970 the ship arrives before the t and discharging is delayed or disrupted for of basic information. This is not an insur- ble problem, and it's one that we are working to e, but it is interesting to note that with today's cated men, machines and methods we can e a lesson from the era of wooden ships and n.

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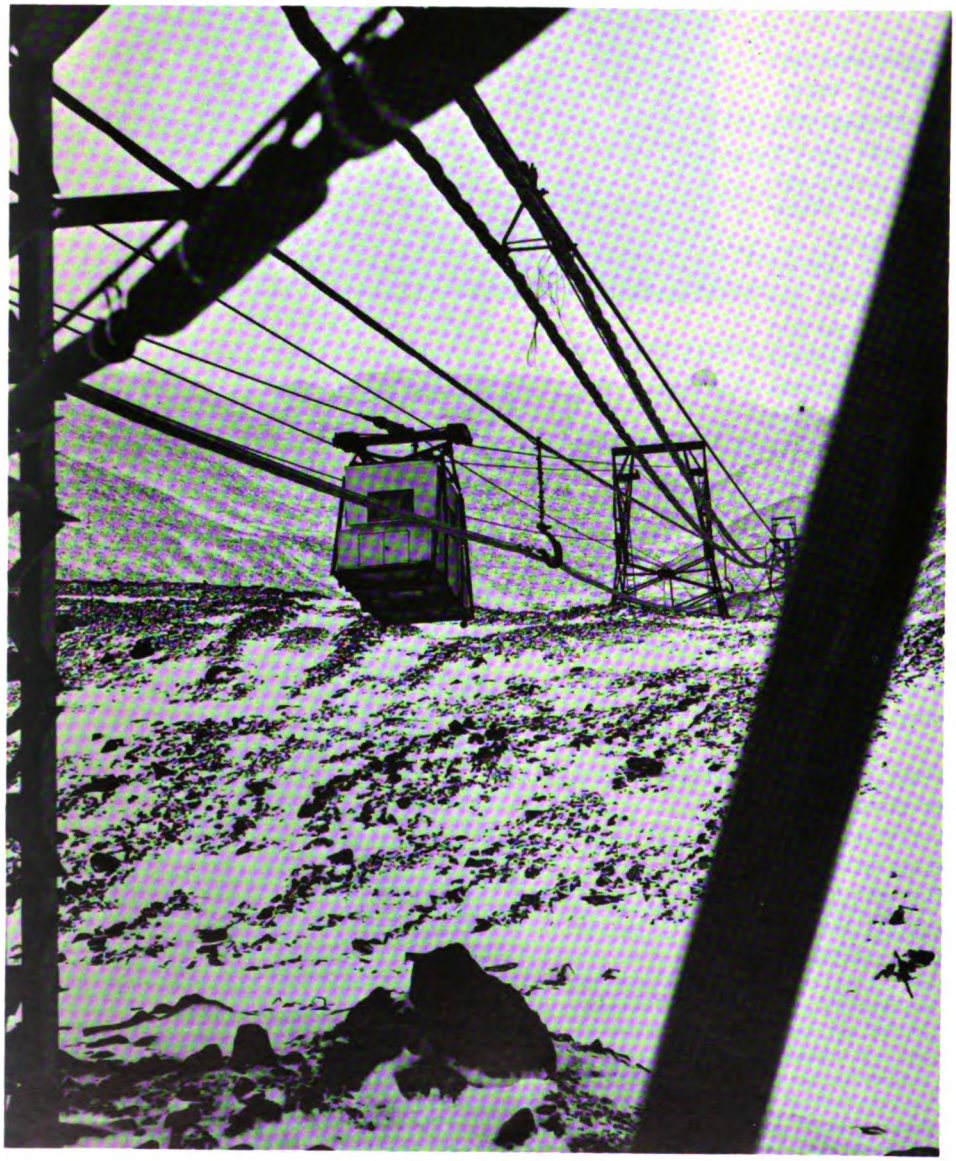
alaskan transportation: unique and challenging

by LTC Walter J. Felker, Jr., USAF, Director of Transportation, Alaskan Air Command



Tramway to top camp at a typical "split level" AC&W station in Alaska.

An Arctic environment; proved airstrips; frozen and ports for much of th few roads and railroads are some of Alaska's bar transportation. Togethe provide a unique challe transportation personnel U.S. Air Force's Alask Command.

The military transp officer arriving in Alaska first time finds this envir quite different from any experienced anywhere world.

According to Capt. Ji bett, traffic management of the 21st Composite W Elmendorf AFB, his orie included some interesting And he had to familiari self with some unusua graphic names including bue, Sparrebohn, Cold B Cape Romanzof. To thos provide transportation for the Alaskan Air Network, such names familiar as Oakland, Seat Oklahoma City. Thirtee craft Control and W (AC&W) and some 50 add contractor-operated "Whi ice" communications sites with unusual or colorful require Alaskan Air Co support, as they provide Cover for America."

Corbett's briefings r

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Runway at Kotzebue, Alaska.

istence of a vehicle fleet included a high percent- heavy equipment, oper- under conditions which ge the efficiency of man achine. The weather is nore severe in the interior ska than at Elmendorf. At nks, for example, where nperature drops to minus grees, rubber tires some- shatter, and metal snaps after becoming "cold ."

captain quickly learned Elmendorf operates as a and transportation depot merous scattered remote s, and that passenger is generally by small aircraft. In recent years, er, there has been some use of the Boeing 737. sites get once or twice a service by such aircraft Pilatus Porter, F-27, or Otter.

majority of these stations cked annually in the sum- *Cool Barge*, a contract on which brings supplies Seattle and other ports to mote Alaskan seaboard s and those accessible by But some Alaskan Air nd units are completely ked and must be supplied by air the year around. *Barge* is a major supply and transportation project contracted to a civil barge carrier by the Military Sea Transportation Service (MSTS) at a cost of about $16 million for a five-year contract. The contractor delivers supplies over the beach to the warehouse door and POL products into the tanks.

Fresh produce, urgently-needed radar parts and other items that do not lend themselves to an annual resupply operation must be flown to remote units about every two weeks by contract airlift, primarily in C-46 aircraft. Outsized items move on organic C-123, C-130, or C-124 aircraft. The need to move such heavy bulky equipment as bulldozers and fire trucks to and from isolated areas required that the command retain two C-124s when these aircraft were generally retired from the active Air Force inventory last year. The C-124 is the only airplane that can carry a large bulldozer into the short, unimproved, unpaved strips at most remote stations. The scheduling of aircraft to a given site is an extremely complicated task demanding decisions based on a combination of such factors as size or cargo backlog, length of time since last trip, priorities and urgent needs, and the capricious arctic winds and weather.

Captain Corbett serves as Traffic Management Officer for Elmendorf's 21st Air Base Group and 21st Composite Wing.

Packing and Crating Section employees at Elmendorf handle a variety of items, including building supplies, vehicles, electronic components, medical supplies, food items, and even laundry and dry cleaning.

Elmendorf AFB, the home of Alaskan Air Command's headquarters, is near Anchorage. It is the fifth largest base in the Air Force and is responsible for providing logistical support to all Air Force sites and remote locations which dot the map of Alaska from Point Barrow some 800 miles north to Shemya almost 1,300 miles west on the

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Ballistic Missile Early Warning Site, Clear, Alaska.

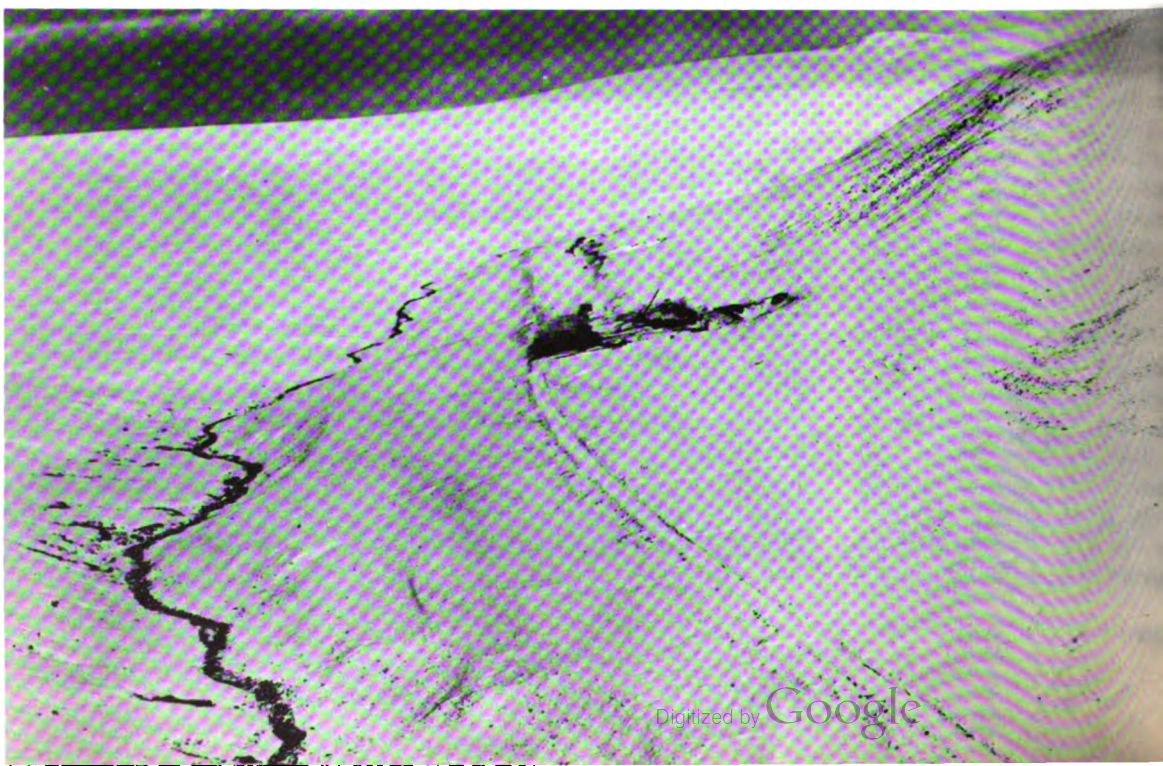
Aleutian chain, to Smuggler's Cove about 800 miles south and more than halfway to Seattle.

The Elmendorf Base Supply Activity supports virtually every remote station in Alaska. Freight is big business, and packing and crating is a never-ending task. The packing and crating unit and the freight traffic section handle such items as building materials, medical supplies, vehicles, spare parts, electronic and radar components, food items, and even laundry and dry cleaning.

Abnormal base operation calls for base supply to make an issue to a requesting organization. The item is then transported by the delivery section and the cycle is complete. It's different at Elmendorf, Capt. Corbett learned. When supply issues an item to a site, it is delivered by forklift, truck, or whatever is necessary to the traffic management section. There it is readied for transportation to the site shipments are processed dition to the normal Elm base support workload, lot of questions have to b and answered. What mode the site? When is the nex tary or contract flight? mercial air warranted? large items wait until nex mer's *Cool Barge?* All shi to remote stations requir vidual coordination and plication of knowledge through daily contact wit mercial and military carr opportunities are to be mized and costs minimi major portion of Capt bett's duty day is spent freight traffic section wh exercises overall coord and control of the transpo system to remote units.

Shipments to "White communications sites at Canal and Smugglers Co the southeastern tip of near the Canadian borde sent problems that are tive of those encountere in the Alaskan Air Com The primary mode of tr tation to both locations mercial air. However,

Runway on side of mountain serves Cape Romanzoff Air Force Station.



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Lockheeed C-5 runs up its engines during U. S. Air Force cold weather tests at Eielson AFB, Alaska. Temperature was 25 degrees below zero. The C-5 flew in Arctic temperatures throughout February in tests conducted by a team from the Aeronautical Systems Division, Wright-Patterson AFB, Ohio.

; and dangerous cargo
ntly restrict movements
l passenger carrying air-
When this occurs it is
ary to use a combination
:or (truck to Juneau) and
(barge) transportation
ing a minimum of 20 days
tination.

en a restricted item is of
nough priority to preclude
it time of 20 days, charter
ft is the only answer.
le mode shipments, pri-
and transit times are all
s which must be consid-
Duncan Canal and Smug-
Cove are typical of numer-
tes where similar trans-
ion difficulties exist. For
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and deliveries completed
. There are even some un-
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ries of bulk diesel fuel,
them Gold King Creek.
traffic management pack-
d crating section operates
budget of $110,000 for
r, containers, shielding,
ushioning supplies. A ful-
time work force of 19 civilians prepares items for shipment. Packing and crating personnel are experts in handling sensitive radar and radio components which are processed daily through the packing and preservation unit. Capt. Corbett has recently installed floor roller systems which allow property to be channeled by priority. He has also introduced the pneumatic stapler and nail driver into the packing and crating operation to increase productivity.

Although freight is big business in Alaska, it is only a portion of the traffic management officer's job. Like the base or installation transportation officer at any other installation, he is also concerned with household goods and passenger travel.

In April 1968 the Joint Household Goods Shipping Office, Anchorage, was established at Elmendorf. It serves all military south of the Brooks Mountain Range, representing the greater area of Alaska. The 21st Transportation Squadron commander is responsible for the operations of the Joint Office and liaison with sister services and the carrier industry. The Joint Household Goods Shipping Office has been an experiment which has yielded only positive results. Alaska military transportation officials and carrier representatives agree that it has been an unqualified success during this period of initial operations.

Whether it be freight, household goods, or passenger travel, Alaska presents her problems. Alaska has been called a sleeping giant. Her transportation systems are young. Ports are small, runways short, roads unpaved, climate and terrain difficult. Alaska's resources are being increasingly developed. Oil has been found on her North Slope. The State government is aware of the transportation problems and requirements, and realizes that development cannot progress without adequate transport. The giant is beginning to stir. Traffic management officers of the military services, men like Capt. Jim Corbett, have played important roles in her progress.

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Someone just asked, "What do I expect of my Installation Transportation Officer?" Let me pose a problem to you. What would be your reaction to being given the responsibility for moving approximately 1500 military families within a time span of 20 working days?

To one not familiar with the problems surrounding this task, the reaction evoked may be negative. However, when we consider that these families have 2.3 shipments each, with their primary van shipment averaging 8,000 pounds of household goods, and that their moves take place during the peak season of the commercial carrier industry, this becomes a project that requires considerable preplanning, coordinating and streamlining by all persons responsible for the move.

What I have just described has become a fact of life for my Transportation Office at Fort Leavenworth, Kansas. Every person associated with this office has become or, if new, soon becomes attuned to the year-round efforts centered about the big "push" generated by the graduation of the regular class at the U.S. Army Command and General Staff College. The CGSC is the Army's senior school of combined arms.

The 1969-70 class has a strength of 1,248 American and 94 Allied students from 50 countries. Graduation is early in June during a period when available commercial resources are normally required for nongovernmental m and thus must be committed to military far in advance. Full efforts of the entire portation resources, including administ movements, inspection, motor pool and re personnel must be geared for this move.

This does not mean that all other activi cease or fall by the wayside just becau regular class must get on its way. Conc with this move is one involving one-third permanent garrison and tenant staff (ap mately 400 family units) together with th tine, not-so-routine traffic from the 33 co within Kansas and Missouri for which Leavenworth has household goods mov

What I Expect of my ITO

IN A WORD: SERVICE

responsibility.

Lieutenant Colonel David C. Thomas transportation officer at Fort Leaven His authorized staff of 32 enlisted and vilian personnel includes a number of Department of the Army members who ar to maintain continuity with a fairly perm staff. Included are division and branch whose transportation experience numbe many as 20 to 29 years. With this staff, I Colonel Thomas to operate an efficient org tion capable of performing his mission in of numerous reductions in personnel and

Colonel Thomas has a motor pool at Leavenworth and 33 sub-motor pools loca Kansas, Missouri and Iowa in support

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States Army Reserve, Veterinary Food
on Service, and ROTC activities, all of
ıave a total of 254 vehicles assigned.
n types of commercial design vehicles
uded, varying from ambulances to 12-
i-tractor trailers, which operate more
ee million miles a year on official Gov-
business. They in turn transport over
passengers and 60,000 tons of cargo.
-post school bus system is administered
port more than 400 military dependents
ort Leavenworth to schools in the im-
vicinity. Government post taxi opera-
vices more than 58,000 passengers an-

public funds. During the past fiscal year this effort has resulted in the movement of 28,400 individual passengers and the issuance of 9,300 documents to move them. Shipments processed numbered 17,500, with 11,100 bills of lading issued or accomplished for these inbound and outbound moves. Thirteen hundred shipments of household goods were placed in nontemporary storage for periods of from one to four years. The auditing of quarterly payments for these shipments is, in itself, a considerable task.

The orderly year-round movement of personal property involves the services of many local companies, representing all modes of transportation, to move packed and crated ship-

by
Major General John H. Hay, USA
Commanding General, Fort Leavenworth, Kansas, and
Commander, U. S. Army Command and General Staff College

vernment-owned utility railroad oper-
r 7.3 miles of trackage within the con-
the post. All on-post rail traffic is
by this railroad.
ıusual feature on this installation is the
ibility of the transportation officer for
and crating of household goods and
freight. More than 4,000 individual
requests were processed last year, cov-
roperty weighing more than six million
Approximately 12,000 containers were
ted for use in the shipment of personal
ınd military cargo.
emainder of the transportation effort is
l about the movement of persons and
oy commercial means with the use of

ments, and approximately 75 carriers that move uncrated household goods. The latter movers, once inspected and authorized for traffic generated by this installation, must remain under constant surveillance when handling government-sponsored shipments.

An annual meeting is held in the winter months with representatives of these carriers, at which time previous problem areas are discussed and attempts are made to forestall future difficult situations in moving. Although the problems discussed in this meeting deal primarily with the big summer move, the year-round performance of these movers is equally important and efforts must be made to improve their services for which public funds are expended.

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The administrative workload accompanying all of this movement activity is comparable to a "paper mill' which grinds out documentation in time frames to meet the requirements of the moment and the particular situation. For example, with the permanent work force, document processing must be accomplished to meet all presently programmed movement commitments in a timely manner, always bearing in mind that an unusual requirement is forthcoming. With this knowledge, then, the paper mill must begin to accelerate in December, with blank forms ordered or prepared in quantities for peak workload periods, and instruction sheets reviewed and quantities supplemented. Packets must be prepared for the personnel contemplating movement.

The wheels must begin turning more quickly with the augmentation of the work force in April with temporary personnel who begin pretyping as much of the formal documentation as possible, thereby reducing the later requirement.

As part of the permanent staff is engaged in counseling, accepting applications for shipment, and determining the lowest cost to the Government, others must be concerned with a control problem unique to most transportation officers. This involves the requirement for planning moves in such a way that the densely populated housing areas on-post and in the surrounding areas are not programmed with more moving equipment on a given day than can be physically handled in that area. Where it is realized that certain housing areas can physically accommodate only a limited number of moving vans, moves must be programmed to meet this limitation.

This control situation is paralleled by another, this involving the number of moves awarded to a carrier for any one day. Having received a commitment months previously from the major carriers as to the maximum number of moves that could be handled by their agents, this number must not be exceeded, since an over-extension of capability becomes a major threat to the timely out-movement of the class.

Graduation week approaches, and with it come moving days! Trained and qualified personnel, both military and civilian, must be on hand to weigh vehicles, inspect packing methods and loading capability, and generally to maintain an orderly flow of moving equipment. The harassed housewife whose precious china and expensive paintings have come through endless moves without incident must be assured that this shipment will encounter the same qualified handling. The mother-in-law, who is can place her expensive sewing machi van more capably than the driver can, dissuaded from placing herself in th supervise the loading.

The military member must be caution that he cannot attempt to influence th to accept his wife's potted plants or spirits for movement even if this ca pirited feelings on the part of the own

Shipments from Fort Leavenworth ally every state in the Nation and to foreign countries must be afforded movement by the commercial carriers by this station. Shipments of baggage a of extraordinary value are handled by personnel for pickup, packing and These personnel, as were the clerical f augmented by an increased military or force during the summer months.

At the end of approximately 20 days remains and everyone can relax? Indee Constant follow-up must be maintaine local agents to insure that shipments ar ally in transit and not sitting in their house; that all overflows to in-transit shi are promptly dispatched, and that th container shipments get started on thei overseas. Physical inspections of the facilities must be made to insure that all items are identified and dispatched and th mass move has not resulted in neglect storage facilities soon to be utilized f incoming students' property.

All the while the resident class was pre for out-movements, students selected f next course had already received their and many of them have begun arriving post. Or, if they have not physically a their goods have been shipped and m placed in suitable storage until arrival owners. Equally important, normal ga life continues as well as that of the sta faculty of the Command and General College, and of the personnel who live our 33-county area of responsibility.

From the transportation officer down lowest paid clerk or laborer, the evident of a "job well done" must be deferre moving-in days have come.

The shipments received during the s and placed in either Government or comm storage, as well as the shipments now ar must all be programmed into the proper ters. Once again quality control inspector supervise the unpacking and unloadin

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eneral John H. Hay, commanding general at Ft. Leavenworth, and Lieutenant Colonel David C. Thomas, the fort's trans- officer, discuss plans for the moving out of more than 1,300 students at the U.S. Army Command and General Staff College 1969-70 regular course ends in June.

e the move. The table whose legs are is of little use in the dining room; the items must be found. What good is a d if the springs have not arrived? These nust be recovered and the office force xpend full efforts to find these urgently items. The entire shipment due here two o is still sitting in a carrier's warehouse; gage with the bulk of the family's cloth- t has not yet been released by the over- ckers—these must be moved by the per- fforts of the transportation officer and f in tracing and locating.

eventually, when this phase of the Trans- on Office life is completed, the Officer in must begin again to evaluate the moves s of "What can be done to improve the ext year? Where can we streamline? can we save money? How can we make ration smoother?"

Transportation Office at Fort Leaven- as undergone many changes in the past rs. Missions have changed, new missions en added. The household goods area of ibility was expanded in January 1970 de shipments of Navy and Marine Corps el in 30 counties; in April, four counties raska will be added to our area of re- ility for processing Army and Air Force nts.

ver-increasing number of VIP's is visit- ing this installation in connection with operation of the Command and General Staff College, the Combat Developments Command's Institute of Combined Arms and Support and Combat Arms Group, U. S. Disciplinary Barracks, and the Midwest Telecommunications Center of the U. S. Army Strategic Communications Command.

These added responsibilities will be assumed with no increase in assigned personnel; on the contrary, restrictions on personnel hire, current reduction in force actions and concurrent fund shortages will make it necessary for the transportation officer to further streamline his operation. He must find ways to make better use of his available resources. His appropriation dollar must be stretched farther. The temporary military personnel needed during the peak period, indicated to be approximately 64 this year, on whom we will depend to replace the lost civilian force, must be trained not only to assist in the movement operation, but must also be given the incentive to help this installation keep the enviable reputation established over past years.

What do I expect of my transportation officer? Let me summarize it in one word—"Service." Service that not only provides the most to the military for the dollar spent, but enables this installation to perform its overall mission in an efficient, uninterrupted manner.

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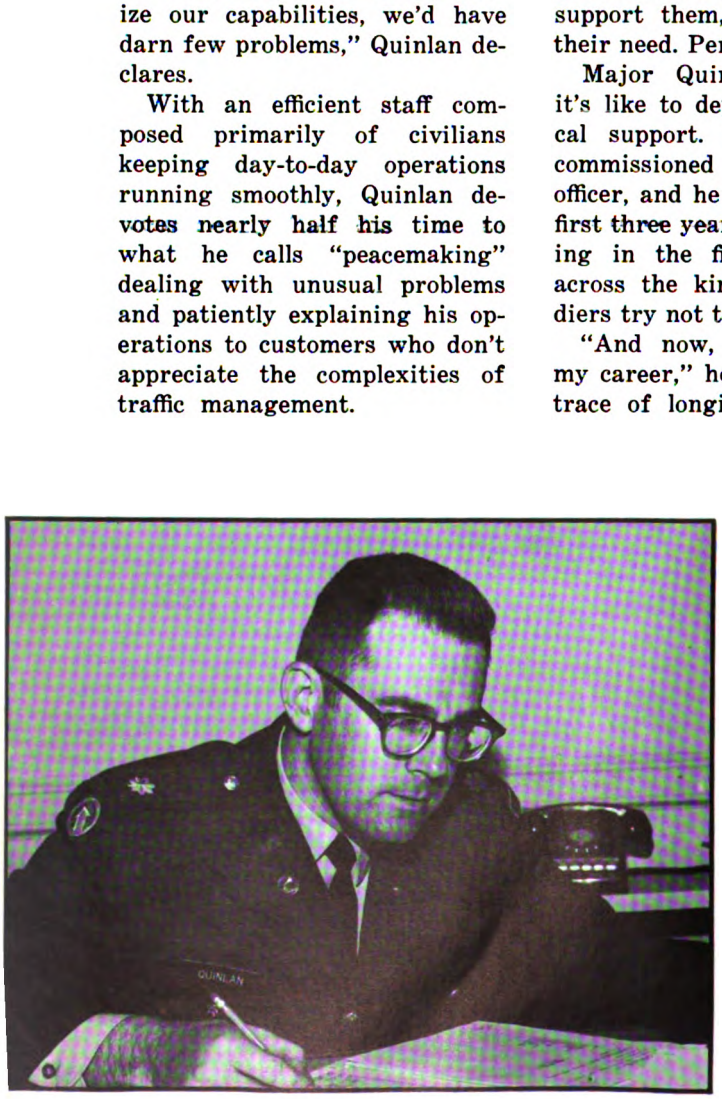
Major John Quin
PROBLEM SOL

by
2LT Stephen J. Walden, USA
Public Information Officer
Fort Knox, Kentucky



At first glance, a transportation officer's biggest headache might seem to be the need to keep things moving. And the Fort Knox transportation officer, who keeps 1,300 vehicles, 50,000 travelers and 17,000 tons of freight moving each year, has a lot to worry about.

But if dealing with freight, tickets and trucks were the entire job at the huge Kentucky Army post, life would be relatively serene for Major John Quinlan, transportation officer at the largest installation in the First Army area, and one of the largest Army posts in the country. His biggest problems—as is the case nearly everywhere—are people, and a "lack of understanding" on the part of his customers.

"If customers would only realize our capabilities, we'd have darn few problems," Quinlan declares.

With an efficient staff composed primarily of civilians keeping day-to-day operations running smoothly, Quinlan devotes nearly half his time to what he calls "peacemaking" dealing with unusual problems and patiently explaining his operations to customers who don't appreciate the complexities of traffic management.

The 31-year-old major, Ft. Knox's transportation officer since July of last year, is temperamentally well suited to his job. He likes people, and they like him. He's affable and pleasant, with a relaxed manner and an easy smile. He seems genuinely interested in any particular problem he happens to be working on, and has an astounding memory for individual facts and details. A Vietnam veteran, he is virtually unflappable, and he smokes three panatelas a day no matter what is going on around him.

Most important of all for the success of his mission, though, is his outlook: "Our job is to provide a service, and we can never forget that. Too often support organizations do forget. I've got customers, and my job is to support them, no matter what their need. Period!"

Major Quinlan knows what it's like to depend upon logistical support. He was initially commissioned as an infantry officer, and he spent most of his first three years of service sleeping in the field and slogging across the kind of terrain soldiers try not to think about.

"And now, halfway through my career," he says with just a trace of longing, "I sometimes want to get back ou field, work with the understand more fully lems of the troops we' ing."

Moving from a su a supporting organiz easy for someone wh tion; "I miss putting o running platoons and through the woods." look at his desk and Major Quinlan adds, temper that. I'm in management now, and lenges are even gre skills required in m those required in th transportation industr like to draw parallels military and civilian t tion procedures."

His responsibilities greater than those of ian executives his age. civilians and 58 militar nel work for him, an for a large part of the lion his office was budg year. An additional $5 was spent on contract mercial shippers.

With this large an Quinlan has found tha tralized system works three key men assist i the office: his deputy,

Continued on Pag

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TO'S HOTLINE

ɔVE YOUR MILSTAMP TRACING BATTING AVERAGE

tracing activity needs to know the TCN, POE, and shipping date in order race your shipment. Be sure and include these three data elements in your ing request to insure prompt reply.

COSTING US DEARLY

tter of grave concern in the movement of military freight shipments is substantial apparent loss of transportation funds detected in the bill of ng review program. During Fiscal Year 1969, more than $1.6 million in rent excess cost was detected. Of this amount more than $1.3 million was ibuted to non-compliance with MTMTS routing instructions.

REQUIREMENT

sonal Property containers are now required to show the "Preferred Delivery ."

ESS DIRECTORY

'll need a reliable address directory including State, city and county n Chapter 11, PPMR, becomes effective. Better check your library now. e: Zip Code Directory doesn't include counties.

STAMP INTERIM CHANGES

nange in the address for forwarding ocean documentation, changes in Navy 's, and new Water Port Designators comprise Interim Change 11-6. Interim nge 11-7 contains a new paragraph 4-6c(1), a new format for the air ifest header card, new data elements for the header card, an air cargo let header card, air cargo pallet document identifier codes, and changes the hour codes for air shipments.

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TO'S HOTLINE

ARMY SHIPPER SERVICE CONTROL OFFICES

U. S. Army Shipper Service Control Offices have been established for Pacif and Atlantic bound cargo. Check MILSTAMP, Appendix D4C for communication d

DISTRIBUTION OF GTR COPIES

Government Transportation Requests (SF 1169b) stock sometimes carry an overprint on the duplicate copy indicating "File with pay voucher upon completion of travel". This distribution instruction pertains only to TRs citing Air Force travel appropriations. The duplicate copy for Navy travel furnished to Bureau of Naval Personnel (Pers-B334). Copies of the TR for A and Marine Corps travel are to be retained by the issuing office.

AIR FREIGHT FORWARDERS

As a traffic manager considers the full spectrum of available transportatio he will quite often find that the unique services of air freight forwarders will fill the bill when he has an urgent requirement. The air forwarder can provide a responsive service with respect to expediting, tracing and handling awkward en route arrangements to many destinations. At the same time, follow-up action must be taken selectively to assure that the particular carrier is fully responsive. An analysis should be made in each instance comparing this service with air freight or air express to determi the most advantageous method of delivery.

MOVEMENT OF MOBILE HOMES

Transportation officers have been experiencing some difficulties in moving mobile homes which have been stationary for long periods of time. Such thi as metal fatigue, structural failure, and tire rot have caused breakdowns during movement. Overloading the mobile home with the owner's personal property during movement contributes to the breakdown problem. Weight of personal effects should not exceed the manufacturers' recommended load limi or not more than 5 pounds per square foot of available floor space. For s and less costly moves, ITO should counsel mobile home owners prior to a mo Look for a feature on this subject in a future issue.

TAKE THE LOW ROAD!

Showing the released valuation of shipments of electrical instruments by truck as not exceeding $1.50 per pound can really help in cutting costs. I application of Item 218, Rocky Mt. Tariff 21-B, is not included in a statement on the GBL, the carrier will assess the highest rate.

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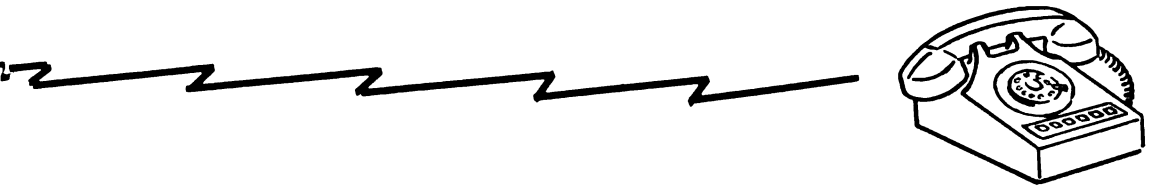

ON USING THE SHORT FORM GOVERNMENT BILL OF LADING

Short Form GBL will save manhours, but P-L-E-A-S-E observe the $100
sportation charge limitation.

INAL FACILITIES GUIDES

can save transportation dollars by being sure the information listed in
Terminal Facilities Guide (TFG) for your installation is both complete
current.

AND GO!

ticket purchases are a way to save while you go. Use of the Bulk Ticket
ase Plan under conditions described in Chapter 311 of the Military
ic Management Regulation (MTMR) can achieve real savings through a
tion in the issuance and processing of Transporation Requests.

I RESERVATION FARES

scheduled airlines permit purchase of Youth Advance Reservation Fares
Youth Fare Identification Cards through use of a Government Transportation
est. Generally, Youth Reservation Fares apply from 1200 hours Monday
200 hours Friday and 2400 hours Friday to 1200 hours Sunday. ITO's should
act their respective airline representative for full details concerning
reduced fares.

RS AND SENSE

of low-bed motor truck equipment when flat bed equipment will do can cost
r. The low-bed is the most expensive. If the carrier furnishes a low-bed
.er for his convenience then the GBL, if annotated accordingly, can save
rs.

NGER TRAVEL INFORMATION

nt information regarding carrier schedules, reduced fares and local
portation service between installations and adjacent city terminals
d be available on a continuing basis to assist personnel requiring
portation to or from military installations. The use of posters,
lets, hints to travelers and signs in terminals located at installations
earby cities are proven means of keeping passengers informed.

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TO'S HOTLINE

WANT YOUR CAR? CALL FIRST!

Owners of cars have complained that their cars weren't ready for them to pic up at the Port of Debarkation. Owners of POVs should call the Port of Debarkation for confirmation of readiness.

AUTOMOBILE TRANSPORTING SERVICES

Automobile transporting services are available at the following CONUS Aerial Ports of Embarkation for vehicle owners shipping cars by sea: Charleston AFB, S.C.; McChord AFB, Washington; McGuire AFB, N.J.; and Norton and Travis AFBs, Calif.

A LITTLE CARE DOES WONDERS

Showing proper descriptions of shipments on GBLs can make a BIG difference in transportation charges on consists of shipments. A sharp eye in this area can prompt real management effectiveness through dollar savings.

GETTING THROUGH CUSTOMS THE EASY WAY

If the DD Form 1434 is included with all personal property shipments to the United Kingdom it will speed up movement through customs.

NEW COMPUTERIZED PUBLIC FILE

Copies of the new computerized public file are available by writing to: HQ MTMTS Washington, D.C. 20315, Attention: MTMTS-PPR

HELP STAMP OUT INFLATION!

Demurrage, detention and storage charges can be reduced—by keeping car and vehicle records at military installations in CONUS to determine the accuracy of demurrage, storage, and detention charges incurred, and by referring to Chapter 219 of the Military Traffic Management Regulation.

KUDOS

THERE'S SILVER IN THEM THERE HILLS!

Naval Ordnance Station, Forest Park, Ill. was confronted with a requirement to move 55,000 lbs. of silver bullion valued at $1.6 million fr West Point, N.Y. to Pawcatuck, Conn. Ordinarily, the bullion would have been moved in multishipments by REA at a cost of $14,160. On request an alternative method was provided by MTMTS. Brinks, Inc. moved the bullion in one shipment at a total cost of $2875—resulting in a cost reduction of $11,285.

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Continued From Page 10

Harrison, and two civilians, ur Morgan and Hubert Lee. GS-11's, Morgan and Lee some 40 years of combined al service.

e, in charge of the Motor sport Branch, is primarily nsible for Fort Knox's motor pools and the 250 employees who work there. 1,383 vehicles he was re-ible for last year consumed al of 1.1 million gallons of and traveled some 10.8 mil-miles. About 270 vehicles ept off post by ROTC and rve organizations in four y states, and the remain-1,100 are kept in two post r pools. The smaller of the called the sub-pool, contains 275 vehicles for use by a on-post training center. remaining vehicles are kept e main pool. About 60 per of these vehicles are as-d to specific organizations individuals, while the rest for general use.

addition to the motor pool les, Lee is responsible for maintenance of some 250 vehicles, belonging to the ary police, engineers, and a portation unit on post.

st of the money committed he transportation office is neled through the Commer-Traffic Branch, under the tion of Wilbur Morgan. His ch last year spent $5.5 mil-or shipping household goods e than 16,000 shipments ncoming and outgoing per-el), freight movements (17,-tons), and travel arrange-s (some 50,000 of them). branch also runs a small oad, with two 120-ton loco-ves, 22 miles of track, and gargantuan cranes to incoming railroad ship-s directly to using organi-ns with a minimum of ling.

There are 1,100 vehicles of all types in the Fort Knox motor pools, and 270 vehicles off post in four nearby States. Last year these vehicles traveled nearly 11 million miles and consumed more than a million gallons of fuel.

Major Quinlan, as transportation officer (his actual title is Chief, Transport Services Division) reports to Colonel Carl Hansen, the Director of Logistic Services, a 30-year veteran of the Quartermaster Corps. To Quinlan, the chain of command is something of an advantage. As a major in a lieutenant colonel's slot, he sometimes finds his duties frustrating. But, his rapport with Colonel Hansen is good, and Hansen has the ability and staffing to provide assistance and support. "Colonel Hansen has backed me one thousand percent," says Quinlan. Moreover, Quinlan believes that Colonel Hansen, a top logistician, has a sound appreciation of the problems involved in running a transportation office.

And problems there are. Besides the "people problems" caused by lack of understanding of the office's capabilities by some of its customers, Quinlan has had difficulties in other areas:

PERSONNEL CUTS. The office's current operating level of 319 employees is 161 less than two years ago, and more cuts in personnel are expected. Operations over the same period have not decreased. Quinlan calls this "our expanding operations and contracting capability" and has taken several actions to meet the new workloads;

By insisting that most using organizations provide their own drivers, the motor pool has been able to conserve a large amount of manpower; manpower that can then be used for maintenance.

The organization has been streamlined, with consolidations made wherever possible. And by staggering shifts, maintenance can now be performed on Saturdays, reducing the Monday morning backlog of repair work that used to throw mechanics off balance for the rest of the week.

TROOP MOVEMENTS. Some 700-800 trainees are transported to other training centers each week, and no-shows—soldiers whose orders have been changed, who are on sick call or just plain don't make it on time—used to be a significant problem. By "command pressure," making each aware of the need to make his men show up at the right place at the right time, the no-show problem has been greatly reduced.

And an IBM 1050 computer

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system connected to MTMTS in Washington and to other training centers has minimized the effort required in planning movements from Fort Knox to other training centers.

HOUSEHOLD GOODS. A perplexing problem has been to increase service to the Fort Knox people whose 16,000 shipments of personal effects each year are unevenly bunched during the summer months—the time of greatest moves. "It really burns me up," fumes Quinlan, "to see the inconvenience military personnel often have to go through when they move." During the summer months some 20-25 people often have to wait in line for counseling on their moves.

While there have been no easy solutions to the problem, three additional women have been hired to help with the added paperwork during the summer, and more realistic preferred delivery dates have been worked out with outgoing soldiers. Still, anyone moving during the summer months at Fort Knox may have an inconvenient wait for service.

In solving these and the numerous daily problems that arise in the transportation office, Major Quinlan relies heavily on the people in his organization, and is somewhat self-eff about his own role:

"The guy who gets th done is not me; it's the m my organization, the guy drives the bus and the w who counsels.

"They handle 99 per ce the problems; I get involved the trivia. I'm a figurehe answer the phone and p button to get an answer.

"I drive no trucks and no maintenance, but I appr the people who do and take opportunity to let them that I do.

"After all, people are the of this organization."

Rail shipments arrive frequently at Fort Knox. The post operates 22 miles of track, two locomotives and three large cran

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U. S. ARMY TRUCK TEST, 1912

by

Nelson S. Pringle

INTRODUCTION

different makes of motor trucks, including an driven by Nelson S. Pringle and his assistant, n, started February 8, 1912, from Washington, a 1509-mile run which terminated in Indianap- March 28, 1912. Prior to this long-distance battle uddy roads none of the contesting cars had been er a greater distance than 100 miles. The plan est the cars under extreme road conditions simi- ose which might be encountered in regular Army For this purpose the Government decided upon over the notoriously bad roads of the South, ubsequently proved to be the worst roads ever by automobiles. The time arranged for the in the season of the year when the roads would eir worst condition. Mr. Pringle's account of the an Autocar commercial truck of 3000 pounds follows:

ft the factory late in the afternoon of January d reached Washington the following day. We n our arrival that the other cars were not pre- start until some repairs and replacements had ade.

ound the three cars to be entered were of dif- akes: One was a shaft-driven car with a four- two-bearing, 30-horse-power block motor under d double reduction gear in the rear axle. An- as a converted touring car arranged in such a that all four wheels were driven. This car was y a 50-horse-power motor, but was arranged to ly 1500 pounds load at the most. The third car in driven with a four-cylinder, 35-horse-power nder the foot boards. It was found that the lack nce between the chain cases and wheels pre- he application of any traction device. This pre- he car from making any showing, and it had to d over almost every hill until it was disabled ly the second day.

The first two cars mentioned were of exceedingly long wheel base, which afterwards proved a great disadvantage in making the short turns on the hills in some of the districts passed through.

The four-wheel drive had to have its steering connections repaired, and its front-wheel driving mechanism and its brakes overhauled. The four-cylinder car also had been having trouble with its differential driving gears and three or four sets had been tried before one was found to hold.

The start was then arranged for the 7th, but the four-cylinder car stripped another set of gears going after a load of sand, and the start was necessarily postponed. To prevent further delay a regular stock chassis was expressed from the nearest branch of the four-cylinder car, arriving the following morning. The body was quickly put on and the car sent to Fort Myer for a load of sand. All cars then returned to Washington and the official start was made at noon. The chain-drive car started earlier in the morning, as it was not capable of the pace set by the other cars, due to a governed engine. The three remaining cars proceeded out of the city by way of Alexandria, and owing to the bad roads in the vicinity troubles started immediately. One of the cars, the four-wheel drive, in turning out for a team went into a ditch, but was soon extricated with the aid of block and tackle.

The next morning, shortly after the start, the chain-drive car got stalled in a bad washout and had to resort to block and tackle. The roads were in very bad shape, being very rough and covered with ice. The hills were very steep and their icy condition necessitated special means to obtain traction. We had to spread branches of trees and chip a series of steps in some of the hills to facilitate traction. We encountered several deep fords, and considering it was our second day out the experience was thrilling.

Water at times was nearly up to the frame, and when

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the hot muffler struck the water the car would be obscured by steam. The strain of such traveling had its effect on the chain-drive car even at this early stage. Attempting to get up one of the grades this car burned out its connecting-rod bearings and it was left by the roadside. Its load was transferred to the other cars, and when this was done we went ahead to the next town, Stafford Court House, and enjoyed a good dinner.

The next morning the chain-drive car was towed to the railroad station and sent to Washington by freight. About noon we started in advance of the two remaining cars and made Fredericksburg over a very rough road and several deep fords. The other cars arrived before dark, and it being Saturday we made preparations to remain over Sunday.

We made an early start Monday morning and had very fair roads into Richmond. The only delay that day was caused by the four-wheel drive dropping its forward drive shaft, it having become disconnected at the rear universal joint. The next day we reached Roanoke Rapids, a distance of 98.5 miles, which constituted the longest day's run made by the cars during the entire test.

We were then in North Carolina and our troubles commenced. We had conquered the rough and ice roads of Virginia without much trouble, and we now had our intoduction to the soft and muddy roads of North Carolina. The result of the first day in this State was that the four-wheel drive twisted off a steering-gear arm. They had a new arm in Raleigh and it was obtained that night while we waited in Vaughan.

The following day we had a very severe rain and sleet, which felled many trees and telegraph poles, cutting off all communication by telephone or telegraph. In spite of all this we reached Henderson that night and made Wake Forest the next day, a distance of only 29.5 miles, after working constantly 12 hours fighting mud. The strain was too much for the four-wheel drive, and it twisted off a square shaft in the transmission. The car was towed to the roadside and subsequently a new transmission was obtained from Raleigh and installed. We made Raleigh the next day over a frightful road. This was Saturday, and it was Tuesday before the four-wheel drive was prepared to start. The roads had now settled down to a continuous stretch of deep mud and bad hills, but that night we succeeded in reaching Durham.

The next day was the star performance in mud plowing. We used the block and tackle continuously until the four-wheel drive twisted off another square shaft, and as it was raining hard we called it 'a day' and put up for the night. The next day the Autocar and the four-cylinder car started for Greensboro, where we were to

Canadian forces employed a number of Autocar vehi the first World War. Motorized company above rea training near Ottawa.

wait until the four-wheel drive was repaired. T were terrific and with them came our first expe prying the car out of a hole. We went up to t in mud—so deep in fact that we smashed our t We obtained some timber from a farmer and a siderable trouble got the car through, the tin about four hours. Our mileage that day was 11 The following day, Friday, we made Greensboro not leave until the following Thursday. The fo drive had obtained parts from the factory, an was sent from there to handle the car on the of the trip. In replacing the transmission they in a new clutch, the other having been worn out. a good road out of Greensboro for about 20 m it came to an end abruptly, and before going mile one front and rear wheel almost disappear sight. We were three hours getting out, ha resort to prying and blocking. We went ahea three miles and then got stuck in another hole an hour right in the main street of a town. traveling on the sidewalk (so-called) succeeded in getting out of town.

We covered a few miles more that day and within four miles of Lexington. The next mor struck a particularly bad stretch of road, and i to escape one bad hill the four-cylinder car four-wheel drive went up on the bank until was reached. The owner of the property wa and threatened to have them arrested; the thereupon, tackled the hill and got over after trouble, and they gave him the laugh, for he to get $50 from all three. Warrants were issued other two cars, but the lawyers arranged to h matter referred to Washington.

The night prior to this a broken transmis was discovered on the four-cylinder car, but it w into place and it held for the remainder of t The following morning we left Lexington a gone only three miles when the four-wheel driv part of its steering and front-wheel driving mec

Autocar vehicles served in a variety of roles in World War I.

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formance as many times as it was necessary to ough. At times we would not gain an inch and a a time was considered very good progress.

as we reached Concord that night we had a fine r over 20 miles, and the next morning, Saturday, gone only six miles when the four-cylinder car l its large, beveled-drive, differential gear and the four bolts holding it. The Autocar towed a farmyard and then proceeded to Charoltte. ur-cylinder-car people had a new combined gear fferential assembly, and a new transmission from New York. The new rear assembly was but the transmission was simply carried in the ase the repair on the broken transmission did d. It was Tuesday before the four-cylinder car dy, and after a very rough day we reached We were delayed considerably at the ferry on of high water, but managed to get over after p the proper landing facilities.

ad trouble in getting through Gastonia, one worst stretches of road we encountered on the rip being the main street of this town. It had to rain and sleet in the evening, and the next ; the ground was covered with snow, and the arolina line only a mile and a half away. The rs had trouble about a mile out of town, but oing the bank and taking to the woods escaped mudhole. Three miles farther on the four- car almost went out of sight and we were three hours pulling it out with block and We finaly succeeded in reaching Gaffney that

next morning the four-cylinder car stripped a inion on a hill, so the Autocar towed it into a til repairs could be made and then went to s. about a mile farther on. The next day was and as the Government officers in charge wanted n Atlanta on Sunday we made an early start, art of the four-cylinder-car load, and also some e four-wheel drive. The four-wheel drive had ce a front-wheel driving connection on the way. ached Greenville that night after a hard day of ucking, but did not fall into any bad holes. The y we had a continuous stretch of heavy roads, not encounter mudholes, and succeeded in Fair Play without incidents. The bucking along mud at the rate of four or five miles an hour dly an incident by this time. We were doing else. Sunday happened to be the next day and he first Sunday we traveled. We certainly had It was one of the worst days of the trip. We w encountering the Blue Pipe clay. We were in e over three hours, and by cutting down a number of trees and prying and blocking we extricated ourselves and reached Ashland ark.

ext day we made very good mileage, but had ry hard going ending up in a mudhole, from ve were until dark in getting out. We left the next morning and then had the banner mudholes. We got into four in all, two of them pipeclay variety, where we almost lost the finally got into Norcross, about 20 miles from Atlanta. We reached Atlanta the next morning. The four-cylinder car did not get in until Friday afternoon, and in the meantime the Autocar and the four-wheel drive had changed wheels to 37 inches with pneumatics.

Leaving Atlanta the following day we had some good stretches of road into Rome. We also struck some very bad mudholes, washouts and fords. In many places axles would drag in the mud. The cars also had the experience of having their differential housing slide up on solid ground, leaving the wheels spinning. It was then necessary to take out this solid ground until the wheels came down in the proper places. We made an early start Sunday morning, but were held up by high water just outside of the town. The water was over three feet deep on the road in two places, and extended possibly an eighth of a mile. We had to resort to extreme measures, using block and tackle to pull the cars through in order to avoid getting water into the carbureter. Farther on we had the usual experience with two deep mudholes, one we encountered after dark, but all cars were rounded up that night in Lafayette.

The next day we struck the government roads in that vicinity and made quick time to Chattanooga, arriving there before noon. When we came to the Tennessee River the next morning we were delayed over three hours on account of high water, which was 25 feet above normal. We had trouble in persuading the ferryman to attempt the trip with the hand ferry. We finally got a tug from a dam up the river and got over without trouble, although the current was very swift. After leaving Atlanta we did not have the continuous plowing such as we had before reaching there; but we did have tremendously deep holes and bad hills, together with short stretches of deep mud. In many cases we left the road in order to escape bad places and wandered around in the woods, being off the main road for a mile or more at a time. We also encountered very short turns on many of the hills, and the other cars on account of their excessive wheel base had to make several attempts in order to get around, as they could not turn in such a small radius. The Autocar was able in every instance to make short angle turns with ease, and we had no trouble in this direction at any time. After crossing the Tennessee River we had the banner day for deep holes and rough, hilly roads. In some places we would go down into a hole so deep that the bumper would scrape on the other side in getting out. We had to take these holes at full speed in order to get through, and at times the bounce we would get in getting out and the rear wheels falling in would raise the front wheels at least two feet off the ground. This continued for some time before we succeeded in reaching Tracy City that night.

Leaving here the next morning the rough roads continued for many miles. We had an opportunity this day to do a little sight seeing and visited Wonder Cave, the proprietor of which having traveled with us from Chattanooga. It was a very interesting experience and appreciated by all.

The next day we ran from Beach Grove and reached Nashville about noon. As it was raining and the four-cylinder car needed a change of tires, we stopped for

Continued on Inside Back Cover

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The single most important breakthrough in freight movement in recent years has been a nearly universal acceptance of the containerization concept. The concept hs been lauded so effectively by the transportation industry that the general public has begun to accept it as new and revolutionary. Actually it is neither.

One hundred and sixty-nine years ago an Englishman, Dr. James Anderson, proposed the use of standardized wagons which would travel aboard ships without their wheels and axles. Each wagon would carry a ton of sugar or other cargo of similar weight and volume. The wagons would be unloaded by crane and placed upon standardized wheels and axles of a rail line, for further movement to the end of the line, and again lifted by crane to another set of wheels and axles for movement over streets or highways to the consignee.

"Simplified documentation which will containerized freight to be shifted quickl easily between truck, rail, ship, aircraft and waterway is required. Ideally, documentation be automated. A new standardized approach and damage liability and customs clearan gardless of carrier mode, is essential. Rat containerized freight need to be simplified.

"Containerization cannot come of age unt tainerized freight is moved under FAK (F All Kinds) rates, and until single-factor rat established for coordinated intermodal movem the Annual Review continued.

"Container interchange agreements betwee tainer owners are as necessary to full realizat the economic possibilities of containerization interchange agreements were to the developm the railroads.

TRANSPORTATION TRENRS

STANDARDIZED CONTAINERS:

A NINETEENTH CENTURY IDEA IN TWENTIETH CENTURY DRE

In 1801, no one paid much attention to Dr. Anderson's idea. Today all commercial freight modes are adjusting systems in preparation for increased intermodal movement. The *Annual Review of Transportation Trends*, a study published by the Development Planning Division, Directorate of Plans, Headquarters MTMTS, predicts that as much as 80 percent of all commercial freight may be moved in some form of containerized or through movement system by 1980. This trend will result in greater interdependence among the various modes and the possible formation of giant integrated transportation conglomerates with total distribution systems.

"We are still in the early stages of design of an efficient world-wide mass flow system for handling general freight," the Annual Review stated, "but the through movement concept has introduced a wide range of new management problems.

"Logistics managers must explore the pote ties of packaging commodities for efficient co erization and of buying in containerload lots.

"To the transportation manager, industri military, every day brings a new set of proble exploiting improved movement capabilities, to with a new set of opportunities for faster, ch and higher quality transportation service," th nual Review stated.

According to the authors, cargo carrying bilities will increase due to more efficient me rather than simple numerical increases in inve Railroad equipment forecasts indicate that the be about the same number of cars available i as there are today, but they will be larger and utilization will be increased significantly th computer-operated terminals and automat identification systems.

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road industry improvements will also include
ited freight car control, high capacity cars,
s and container on flat car service, retirement
ndary or duplicative lines, improvements of
of way, multi-level rack cars, automatic clas-
on yards and unit trains.

ie unit train concept a series of up to 100
iently-coupled cars and engines will shuttle
id forth between two points as a single entity.
ual switching, classification, train make-up
her terminal activities will be eliminated,
time and labor costs and increasing equip-
tilization.

e truckers cannot pull unit trains on high-
he trucking industry has a comparable sys-
ouble and triple trailers, pulled by a single
. When the Annual Review went to press 32
and five turnpikes were permitting double-
operations. Triple-bottom combinations had
pproved in Oregon and tests were being
ted with triple-bottom combinations in other

motor carriers, like the railroads, are deeply
ted to containerization. The containers in
l use today are generally modifications of
signs long used by truckers. Containership
rs such as Sea-Land and Matson have de-
l unique interfaces with truckers for the
ent of their containers within specific geo-
: areas.

etime in the late 1970s, the Annual Review
the airlines will haul as many ton-miles of
: as they carry ton-miles of passengers.
o, this doesn't mean that the air carriers will
ate deeply into the surface transportation
. Most air freight will be high value cargo
can justify the cost of premium transpor-
The standard pallet and container will have
way to new containers which can match the
ities of the aircraft of the 1970s. Jumbo
ll have true intermodal capability. They will
to accept a 40-foot cantainer from a truck
it across the country for delivery to final
tion by truck. This door-to-door concept will
shippers to avoid the pallet-buildup delays
ncurred at air terminals, and this will reduce
al congestion.

rican Airlines and American President Lines
nounced an "air bridge" plan which involves
nt development of a new container suited to
ent by ship or plane and interline service
he U. S. to Europe.

iors of the Annual Review said the only way
ocean carriers can effectively compete with
flag carriers, without federal subsidies, is
labor, vessel operating and acquisition costs.

Progress in ship construction and cargo handling is making this possible.

"In the 1970-80 time frame a large share of general cargo can be expected to move in an integrated land-ocean transportation system with the ocean portion moving in large high-speed container or unit loading ships on fast turn-around schedules.

"The new specialized general cargo ships in operation or under construction are basically of three types: the cellular stowage container ship; the roll-on, roll-off ship; and the barge-carrying ship. The cellular stowage container ship requires that the containers be lifted, stacked and secured in the hold or on deck. The roll-on, roll-off ship is designed to transport the entire trailer. The barge-carrying ships are all-purpose intermodal carriers able to move barges pre-loaded with break-bulk cargo, containers or liquids. Their major advantage is that they are self-loading. The "mother ship" can remain at anchorage in the stream while the barges go directly to inland river ports or conventional ports for loading/discharge," the Annual Review stated.

"New ships are forcing the ocean terminals to modernize. Containerization has increased the capabilities of individual piers beyond the limits envisioned for them. The same berth in the Port of Philadelphia originally rated at 150,000 tons of break-bulk cargo annually is now rated at 500,000 tons or higher of containerized cargo. The giant tankers and bulk carriers are beginning to exceed the capabilities of even the most modern of the world's ports. By 1970 there will be in operation 200 mammoth bulk carriers with drafts up to 80 feet. These technological developments in ocean vessels are already having an effect on all the ports in the world and certain definite future trends are now discernable. The number of ocean ports world-wide will be substantially reduced as larger and faster vessels are able to do the work of smaller vessels. The number of terminals operating within ports will be reduced. Those that remain will be modernized to accept the new type ocean vessels. Mechanization and automation will eliminate much of the need for labor and support services now rendered at ocean terminals. There will be relocation of many port facilities to provide more convenient areas for discharge from giant tankers and general cargo vessels, and to facilitate interchange between rail and air facilities."

All modes, with the exception of pipelines, are adjusting systems in preparation for increased intermodal, containerized traffic, the Annual Review

Continued on Inside Back Cover

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Newsreview

About 1,000 tons of military air cargo pass through Tinker AFB each month under the watchful eyes of a small Army organization there. Air Force Capt. Jerry A. Grant is commander of the Army's Military Air Traffic Coordinating Office or MATCO. The five other members of the office are Department of the Army civilians. The office acts as liaison between MAC, AFLC and all services who ship goods by military air. Captain Grant explains that the job is one of monitoring and problem solving. Some of these problems involve improperly documented or unauthorized shipments.

★★★

The first major intergovernmental conference on the sonic boom came to the cheerless conclusion recently that little can be done through aircraft design to abate the thunderous clap, up to 50 miles wide, that trails aircraft flying faster than the speed of sound, roughly 745 miles an hour. For both the British-French *Concorde* jet and the planned United States supersonic transport—an 1,800 mile-an-hour craft—the boom is measured, according to estimates at the conference, at two pounds a square foot of pressure. This is equivalent to the noise a subsonic transport would make flying 100 feet overhead.

★★★

Najeeb E. Halaby, president of Pan American, predicted recently that Pan Am and other carriers will be in the space transportation business in the 1980s. He said that the airlines, using a version of the National Aeronautics and Space Administration's space shuttle, could carry passengers from the earth to an orbiting space station for a roundtrip price of $5,000 to $6,000, based on recent estimates.

★★★

Assistant Secretary of Defense (I&L) Barry J. Shillito and Assistant Secretary of the Army (I&L) J. Ronald Fox commended Military Traffic Management and Terminal Service last month for timely and effective action during the threatened rail strike. Mr. Shillito pointed out that the identification and location of more than 1,000 rail cars with little advance warning "would have permitted arrangements for onward movement or security protection with little delay." Mr. Fox said the high professionalism demonstrated by MTMTS was most reassuring. In a memorandum to Major General Clarence J. Lang, Commander, MTMTS, he praised the command for its alertness and contingency plannings and actions to avoid serious delays in the movement of vital defense cargo.

The largest supply ship ever to visit McMurdo tica, is the *USNS Maumee,* a 25,000 deadw tanker operated for Military Sea Transportatio by Marine Transport Lines of New York. The tanker accomplished in a single voyage what in required as many as six voyages by two small t *USNS Alatna* and the New Zealand tanker, E

★★★

The Navy's newest mechanical whale, a deep-sea vehicle for subs in distress, recently took to the a Military Airlift Command C-141. A Travis AFB S crew recently flew the big "fish" from Moffett Field to North Island Naval Station, San Diego for i launching. Approximately 50 feet long and mo eight feet in diameter, the 70,000-pound vehicle is t in a series being constructed by Lockheed Missil Space Center.

★★★

Western Area, MTMTS announced recently tha contracts for $3,234,449 in December to bring the t contracts awarded during 1969 to $7,106,912. Br Darrie H. Richards, commander of Western Area that most of the 1969 contracts, or $5,370,00 awarded to small business firms. A large share of million went to Bay Area firms for goods and utilized by Western Area.

★★★

Record-breakers usually aren't anxious for thei to be broken. Not so with men of Hickam's 61st Airlift Support Wing. The wing believes it set the for most consecutive air hours flown without an Now, wing members are eager to help others ed figure. Since June 1956, wing crews logged 838,67 hours without a mishap. As far as anyone can de no other aviation organization, military or civil equalled this mark.

★★★

MSTS has come up with an interesting gim might even be called roll-on, roll-off capability for aircraft and the men who will maintain them. It of on-deck housing for maintenance crews and p shielding for a cargo of military aircraft being f Southeast Asia. The equipment will be installed Seatrain Lines ships chartered by the Military Se portation Service.

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MSTS TO HAVE NEW COMMANDER

Vice Admiral Arthur R. Gralla, left, now Navy Inspector General, will succeed Vice Admiral Lawson P. Ramage as Commander, Military Sea Transportation Service, following the latter's retirement next month.

Admiral Ramage, who holds the Medal of Honor for World War II submarine service, has headed MSTS since March 1967. His retirement will mark the conclusion of 39 years in uniform.

Admiral Gralla, a 1934 graduate of the Naval Academy, also holds a master of science degree from the Massachusetts Institute of Technology. No newcomer to MSTS, he was deputy commander under Vice Admiral Roy A. Gano from April 1961 to January 1963. Immediately prior to his assignment as Navy Inspector General he served as first commander of the Naval Ordnance Systems Command.

Military Traffic Management and Terminal Service S) received an Army Cost Reduction Program ate of Merit from the Chief of Staff, U. S. Army, ng more than a million dollars during Fiscal Year Major General Clarence J. Lang, USA, MTMTS der, attributed the audit-validated savings of 00 to MTMTS' subordinate Western and Eastern ommands. Western Area's contribution amounted to), while Eastern had savings of $783,300. These presented 137 percent of the assigned cost reduction Fiscal Year 1969.

★★★

Management Systems Committee of American Truck- ociations will conduct its fourth annual Manage- ystems National Workshop at the Regency-Hyatt Atlanta, Ga., April 13-14. The workshop, con- y and for motor carrier personnel from all sizes s of operations, is designed to serve the needs of motor carrier executives, managers and systems s for up-to-date information of management sys- d data processing.

The Seventh Annual European Conference of the National Defense Transportation Association will be held in the Excelsior Palace Hotel, Lido-Venice, Italy, April 28-May 1. Theme for this year's conference will be "transportation—Challenge of the Seventies." Prominent European and American transportation, defense and government leaders will discuss problems that transportation will face in the new decade, along with new concepts and technologies. Keynote speaker will be General Andrew J. Goodpaster, USA, Commander in Chief, Europe.

★★★

Almost 29,640 miles of the 42,500 miles-long National System of Interstate and Defense Highways are now open to traffic and construction is underway on another 4,782 miles, according to the Secretary of Transportation. The Interstate System will be the Nation's key highway network, serving both civilian and defense needs, and carrying over 20 percent of all traffic. Congress has required that projects be planned to accommodate adequately the traffic anticipated 20 years beyond their design period.

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The first McDonnell Douglas DC-10 tri-jetliner is being literally "flown together". Parts of the aircraft are being built in various sections of the country, and are assembled later. For example, the nose section of the DC-10 was constructed in San Diego, was carried in a Super Guppy aircraft to Long Beach, where it will be joined up with the forward fuselage section at the Douglas Long Beach facility.

★★★

Continued collaboration in research and development of technology in transportation between the United States and the Federal Republic of Germany was assured at a meeting of Secretary of Transportation John A. Volpe with Germany's Minister of Transport and of Postal Affairs and Communications Georg Leber. Their meeting on January 15 was a continuation of discussions initiated by Secretary Volpe's visit to Germany in June, 1969, and served to strengthen the cooperation between the two nations in the field of transportation research.

★★★

Seatrain Lines has joined the North Atlantic Baltic Freight Conference. Other members of the containership conference are: Moore-McCormack Lines, Sea-Land Service Inc., the Norwegian American Line and the Atlantic Container Line.

★★★

The Executive Committee of American Trucking Associations has unanimously adopted a strongly worded statement putting the Nation's trucking industry in all-out support of the present system of regulation of the transportation industries. The ATA pointed out that over the years, the trucking industry and the ICC have been on opposite sides of the questions involving the statutes and that they will probably disagree in the future, "but the record that this country has enjoyed, under its laws and suc Commissions, service and equity in transportation th unsurpassed."

★★★

The Fort Eustis Memorialization Board is searchi the names of deceased Transportation Corps pe whose distinguished accomplishments might be rec through the naming of buildings, streets and certai at the Army Transportation Center in their hono acceptable are the names of other deceased perso were closely associated with military transportation tions at the installation. Persons whose names ar mitted may have been officer or enlisted. Their need not have resulted from battle wounds. The inc should have performed an act of heroism or held a p of responsibility. No memorialization action will be which will provoke objections or controversy

★★★

Servicemen who wish to ship privately-owned cars home from Europe are cautioned not to exp mediate delivery. Although DoD has authorized E-4 above, and civilians in comparable grades, to ship t cars home via MSTS controlled ships, there is a big b of vehicles in European ports.

★★★

Sun Shipbuilding and Dry Dock Co., Chester, building the eighth Lancer class containership in le thirty months for United States Lines. the keel f 32,300-ton vessel was laid in early December. Th is expected to be ready for service by October, acc to U.S. Lines officials. Lancer class vessels are 700 fe and carry a capacity load of 1240 20-foot containers ered with a 27,300 hp. engine plant, they move at a of 23.5 knots.

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TRENDS

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eight transportation capability in 1980 ore than sufficient to meet the require- ll segments of the economy, including de- sportation requirements.

hors pointed out that the national trans- industry is the foundation upon which the ransportation system is built, and that wned transportation capabilities, while , are only a supplement to commercial ation capability.

ommercial industry absorbs the Defense ission in its greater task of supporting a economy whose magnitude and pace of growth far outstrip the rest of the world. If the Defense Department were unable to procure transportation services from industry, provision of essential services even on the most austere basis from military sources would make the defense budget a crushing burden upon the Nation's economy.

"The future offers many challenges to managers of DoD traffic. The military transportation manager and planner must learn to use new commercial and military movement systems profitably. He must plan ahead to exploit the still greater opportunities which will become available next year and 10 years in the future."

U.S. Army Truck Test

Continued From Page 19

e had heard of the Louisville and Nashville had understood that we would have a good Nashville to Louisville over this pike. On l in Nashville, however, we learned that the in very bad shape, having had no care or nce its construction about a hundred years was quite characteristic of the country. We pike to be composed of very large stones, ry rough traveling where the original pike dence. However, there had been many wash- othing could be seen of the original roadbed

st day out of Nashville we made Bowling ntucky, after a long day's run. The following rday, we had a very rough road and bad ut succeeded in reaching Magnolia after dark. inued to rain Sunday we deferred our start nday morning and reached Louisville that

t morning we weighed in at the depot across at Jeffersonville. The four-cylinder car and heel drive were considered to have sufficient their supplies and stock of replaced parts. ar took on over 1000 pounds of mule shoes rted for Indianapolis. Here we encountered he worst places of road on the whole trip, fall found us in a patch of mud which we tacking until morning. Then we had to get rough with block and tackle. The load on linder car was lightened. During the process cars through with the tackle we actually elegraph pole through the ground for two re. This was the last bad spot, and by striking f good road we reached Franklin, about 23 Indianapolis, that day. We could have con- Indianapolis that night, but it was raining and we should have gotten in quite late. They were holding an automobile show there and we wanted to get in during daylight in order to attract attention.

We had no trouble in reaching Indianapolis the following morning, Thursday the 28th, and after visiting the show we went out to Fort Benjamin Harrison and unloaded. The four-cylinder car and the four-wheel drive were left at the fort for overhauling before the maneuvers, and the Autocar was returned to the factory by freight. The trip covered 1509 miles and consumed seven weeks, 37 days of which we traveled. Owing to the bad roads and weather conditions, and the accidents of the other cars, the trip had taken more than twice as long as was expected at the start. In fact the bad condition of the roads was beyond the farthest reach of our imaginations.

In many sections through which we passed we were told it had been the worst winter they had ever had. The natives had any number of stories to tell illustrating the severity of the traveling facilities. One tale was that a horse had gone in so deep that he had drowned before the driver could get out to reach its head. We passed this place, and also where three mules had been shot because they had broken legs in trying to extricate themselves from the deep mud. In some sections we found they had given up the use of buggies for going to town and traveled there in the saddle.

In the writer's opinion this test was the severest ever imposed upon any kind of an automobile, inasmuch as the bad conditions were continuous.

This gives a brief outline of the trip and impressions received in regard to the country passed through, and is an indication of the kind of roads which a car in Army service would be required to overcome. The Autocar proved itself adapted to severe service.

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DEPARTMENT OF DEFENSE

HUMAN GOALS

Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman and civilian employee as a person, recognizing his individual needs, aspirations, and capabilities.

The defense of the nation requires a well-trained force, military and civilian, regular and reserve. To provide such a force we must increase the attractiveness of a career in Defense so that the serviceman and the civilian employee will feel the highest pride in himself and his work, in the uniform and the military profession.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE ...

To attract to the defense service people with ability, dedication, and capacity for growth;

To provide opportunity for every one, military and civilian, to rise to as high a level of responsibility as his talent and diligence will take him;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

To help each serviceman at the end of his service in his adjustment to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our prim

SECRETARY OF DEFENSE

DEPUTY SECRETARY OF DEFENSE

CHAIRMAN, JOINT CHIEFS OF STAFF

SECRETARY OF THE ARMY

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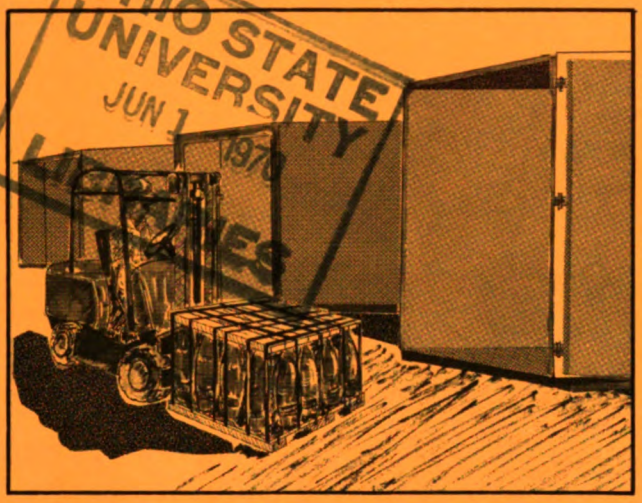

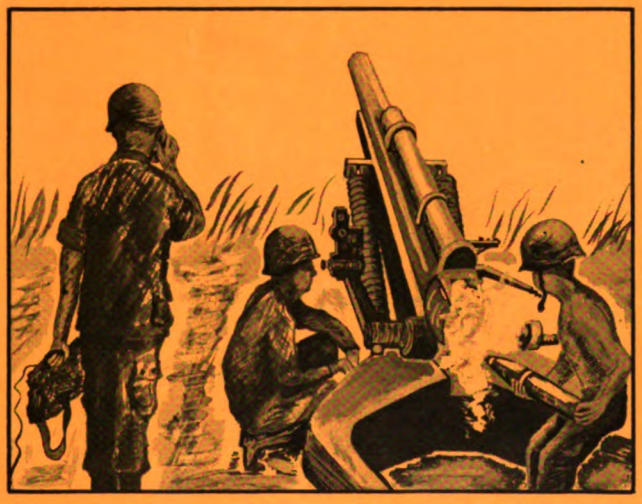

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Lieutenant John D. Murphy, USA .....

BEWARE THE LONG LONG TRAILER
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IN PURSUIT OF PANCHO VILLA
Michel R. Scott .....

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TRANSLOG is published monthly by the Military Traffic Management and Ter
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COVER ART by MAJ John P. Cover, USA, Chief, Standard Procedures Coordination Division, Directorate of national Traffic, MTMTS.

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VIEW FROM THE TOP

by
BG Otis E. Winn, USAF
Assistant Commander, MTMTS

Department of Defense spends over one-half billion dollars each for the commercial movement of household goods and unaccompanied baggage. This represents over 1,100,000 shipments in support of med Forces' global mission; also over 1,100,000 potential successes ures to all of us involved in Defense transportation.

Military Traffic Management and Terminal Service (MTMTS) is responsible for the effective traffic management of these personal property ents. Our mission, and specifically my job, is to help obtain the best ble service for military people on the move. Quite frankly, I am tisfied that this goal is being met; that we are getting the quality service deserve, and are buying the most for our money.

mprove this situation, MTMTS has initiated a comprehensive review policies and regulations that dictate the quality of service that will ovided by the carrier industry. The tender of service between the nment and the carriers is being rewritten and enlarged to provide service to the member and automatic penalties when the quality of e is not equal to that established in the tender. In the developmental is a system to measure the effectiveness of a carrier and reward ncreased business those carriers who most fully meet the standards vice. Quality of service to the military family has become the overconsideration.

ently MTMTS sent a letter to each of the Services enlisting support viding more manpower resources to the installation transportation (ITOs). Hopefully this will soon pay off by enabling the transportafices to give more attention to counseling the service family before ove begins, and also by reducing the reaction time required to preshipment problems from becoming claims statistics or irritants to ember and his family. However, our work here at MTMTS is for nothless it is translated into action by the most important element in the se transportation system . . . the ITO.

of us have often heard and sometimes repeated the age old expres- person cannot see the forest for the trees; one cannot see the broad because he is lost in the details. But if nearsightedness can be ted to the specialist, those organizationally at the bottom of the y transportation pyramid, hypermetropia is characteristic of the gen- I think we at MTMTS often cannot see the particular problems of dividual because we are lost in the forests; we cannot evaluate the er's frustrations because we are busy viewing the transportation sys- a whole; the facts of the specific move become lost in the averag- ocess. It is because of this condition that the ITO becomes critical.

Defense transportation system can be visualized as a communicanetwork, made up of military and commercial links. The ITOs, the nipment points, the ports, the carriers, the vessel operators that each shipment can be viewed as terminals and circuits within the se transportation system. Just as MTMTS is charged with the main- ce, management, and improvement of that network, the ITOs are ed with the management of the data elements that flow through stem, the individual shipments.

quality of decisions that are made at each terminal, each data ex- e point, determine whether the move will be a success or a failure, a of satisfaction or frustration. The decision input at each terminal ake or break a movement regardless of the quality of the terminals rcuits over which those decisions flow. The summation of all the ons made at all points dictates the quality of service on each indimovement much more so than any regulation MTMTS may write or ocedure MTMTS may prescribe.

ITO is the most important element in the Defense transportation k. It is through him that the customer inputs his desires into the n. MTMTS is charged with keeping the system in good running con- but the ITO is the data link that translates the serviceman's needs happening. In the final analysis the key to improved service to the y family on the move is the ITO.

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Put your trust in containers an

In the March issue, TRANSLOG examined the trend to containerization in commercial trans tation. In the following article, we report on a significant milestone in military containeriza Project TOCSA—the Test of Containerized Shipments for Ammunition.

The soldiers working at the ammunition supply point at An Khe, in the shadow of Hong Kong mountain in Vietnam's central highlands, watched with more than usual interest as the truck convoy for Qui Nhon rolled into their compound. While the big five-ton tractors from the Army's 8th Transportation Group were familiar sights to the ammo humpers, the silver trailers behind the trucks were certainly a startling innovation.

Half expecting to find a load of rations that had been misdirected, the Ordnance man opened the cargo doors on the vans and found—tightly blocked and braced—the artillery rounds they had been waiting for.

Ammunition, be it bombs, artillery shells, small arms rounds, rockets, powder or what-have-you, goes through a startling metamorphosis in its journey from the manufacturing plant to the point where it becomes a bright blossom of destruction. Somewhere during that journey it becomes cargo, potentially hazardous, generally unwieldy, certainly a headache for shippers and handlers alike.

Even though it receives deferential treatment and is handled with great care, ammunition historically suffers during its role as cargo. Loaded from the plant or arsenal onto railcars or trucks, slung aboard ships, pushed and shoved into position into the hold; blocked, braced, shored and tommed; subjected to the stresses and strains of ocean voyages, and to the reverse process of unloading at the far shore, ammunition is sometimes damaged to the point where it is unsafe for use. More frequently, the pallets upon which it is loaded are broken or completely destroyed, calling for a complete repacking job.

Accustomed to that state of affairs, the An Khe troopers were delighted to find that the ammo packed in the container vans was supremely intact—no breakage, no leakage, no broken pallets. Containerization had won some new disciples.

This story that had its happy ending on that January afternoon at the An Khe Ammunition Supply Point (ASP) (and concurrently at several ammo dumps and gun sites in Vietnam) ha beginning in August 1969, when the Deputy A ant Secretary of Defense asked the Army and Navy to explore the feasibility of containerizing munition at Stateside plants and depots and shi it directly to inland points overseas.

Military transportation managers had long advocates of the containerization of general c and they reasoned that the advantages of conta ization—less handling, reduced ship turnaround t increases in port capability, reduction of transit ti and reduction of inventory requirements—woul doubly advantageous for ammunition shipments ticularly during contingencies. Their discussions Office of the Assistant Secretary of Defense (In lations and Logistics) prompted the direction of containerized ammo test.

Primary objectives of the test were requirement gather sufficient information to enable the Dep ment of Defense to determine the cost and op tional effectiveness of containerizing ammuni the impact of such a system on ship turnaround t and port capabilities; and the optimum forward p in the overseas area that container loads may moved and still meet the requirement for timely turn of empty containers.

Responsibility for conducting the test was assi to the Army Materiel Command, the Military T fic Management and Terminal Service, the Mil Sea Transportation Service and the Naval Ordn Systems Command. The planners agreed OASD's objectives could best be achieved by a encompassing the through movement of a ship quantity of containerized ammunition from Co ental United States (CONUS) inland points d to inland Republic of Vietnam (RVN) ammuni supply points and gun sites. Accordingly, the Army, Vietnam, was asked to participate in the USARV agreed, and furnished the CONUS pla a list of theater ammunition requirements.

After reviewing the availability of containers

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KEEP YOUR POWDER DRY

oger A. Shriver
ctorate of International Traffic
dquarters MTMTS

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compatible sealift capability, MSTS arranged for Sea-Land Corporation to provide a self-sustaining C-2 container ship with a capacity of 226, 35-foot containers under its existing RVN contract. Sea Land agreed to have the ship on berth at the Naval Weapons Station (NWS) Concord, California, on December 22, 1969.

At this point the Coast Guard was enrolled in the cast of characters. The USCG is responsible for setting—and enforcing—the standards for ocean carriage of hazardous material, and their book of regulations didn't provide for shipping ammo in sea van containers. The Army borrowed a Sea-Land container and put it through a series of engineering stress tests to determine its load limits.

The stress tests were conducted at AMC's Savanna Ammunition Depot (AD) by engineering specialists from AMC and the U.S. Army Transportation Engineering Agency (USTEA), who also established new blocking and bracing techniques for each type of ammunition to be shipped. The Coast Guard reviewed the results of the tests, approved the shoring techniques, and gave the O.K. for the use of Sea-Land's containers, subject to a load limit of 15 tons for rockets and artillery projectiles and cartridges. This limitation on these hazardous munitions was imposed to provide a safety margin well below the ship's crane capacity of 50,400 pounds.

With the Sea-Land containers approved, AMC arranged for five of its CONUS ammunition facilities to provide the USARV ammunition requirement of over six million pounds of artillery projectiles, powder charges and cartridges; rockets; and small arms ammunition.

The actual test got under way on December 5

with MTMTS arranging for positioning empty tainers at the ammo plants at depots. One hu and sixty-four containers were delivered to the at Sierra, California, while the Louisiana Ammunition Plant (AAP) received 30. Four tainers were positioned at the Lone Star, plant; 10 at the Iowa facility and 18 at the In AAP.

The empty containers were stuffed with amm tion, then blocked and braced in accordance engineering specifications developed at the Sav AD. Two loaded containers destined to move the Louisiana AAP to NWS Concord, by diff highway routes, were instrumented with contin recording accelerometers by specialists from USATEA to record the degree of shock and v tion incurred en route. Two other containers the Iowa AAP were similarly instrumented by s alists from Savanna AD.

As containers were being loaded, the transp tion officers of the ammunition facilities arrange their onward highway movement to NWS Conco accordance with routing instructions furnished MTMTS. The movement schedules were extre critical and had to be carefully observed, for it necessary to phase the arrival of the containe the port over a five-day period This phasing necessary to allow time for the required USC spection of each container's load prior to gra approval for its positioning on board the ship.

All 226 containers were moved over the high to NWS Concord without incident and arrive scheduled, the first loads reaching the port on cember 17, and the last containers arriving on cember 21. As the Coast Guard inspectors che and approved the loads, accelerometer record were extracted from the instrumented contai from the AAP's in Iowa and Louisiana. The in ments were then reset and relocated in conjun with the prearranged plan for shock, vibration temperature coverage of containers at variou cations throughout the ship. (Under this pla containers were instrumented for shock and vibr recordings and five instrumented for temper recordings.)

As the loaded containers were being phased NWS Concord, the Sea-Land ship, *SS A City,* was at Oakland, California undergoi Coast Guard test of the ship's cranes. The U approved the cranes at their rated capacity of 50 pounds, and the ship was moved to NWS Conc arriving on berth the morning of December Loading of the containers commenced shortly the ship's arrival and all 226 containers were tioned on board within 20 hours. The ship s

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NWS Concord at 9:30 a.m. on the 23rd, n estimated time of arrival at Cam Ranh Bay uary 14, 1970.

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Azalea City arrived on berth at Cam Ranh January 17 at 7:45 p.m. Discharging of the ammunition containers on to Sea-Land chassis at 8:50 p.m. and all containers had been d by 7:10 p.m. the following evening. While nds as a phenomenal record for discharging nunition ship, the 22 hours and 20 minutes ave been shaved to 13 hours had the vessel's crane not been damaged and down for eight Equally impressive is the fact the 226 empty rs previously on hand at Cam Ranh Bay ackloaded on the *Azalea City* concurrently discharge. The backloading was completed p.m., and the ship sailed at 9:25 p.m. on 18.

Of the 226 loaded containers, 179 were consigned to the Cam Ranh Bay Ammunition Supply Depot. These were moved by Sea-Land drivers to a staging area one mile from the port. From the staging area, Sea-Land shuttle tractors moved the containers to specific storage pads in the ADS. The Ordnance troops who unloaded the vans reported that the ammunition had come through unscathed.

Three containers destined for Ban Me Thout in the Central Highlands were moved to a staging area adjacent to the pier where their cargo was inspected for damage. None was found. The next day, towed by three tractors from the 36th Transportation Battalion, the containers joined a convoy for the 158-mile journey to the ASP at Ban Me Thout. This move was without incident and the cargo was unloaded intact.

Twenty-two containers were scheduled to move to Qui Nhon on a ramp barge. They were moved by Sea-Land drivers from the pier to the nearby staging area for inspection, which found no shifting or damage to cargo, and the containers were backed aboard the barge and secured. The barge was then taken under

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THE NEW MATH:

SMALL SHIPMENTS + CONSOLIDATION

DOLLAR SAVINGS FOR DOD

BY COLONEL HARRY F. BOYLE, DIRECTOR OF INLAND TRAFFIC, EASTERN AREA, MT

In Fiscal Year 1968, the Department of Defense spent $13.2 million for freight forwarder transportation of small shipments (less than 10,000 pounds). In FY 1969, this figure was $12.4 million.

These, plus other small shipments, are the type of westbound transcontinental traffic that the Military Traffic Management and Terminal Service has set its sights on and is gradually incorporating into its "Small Shipment Consolidation Program." Objective: efficient, safe shipment of Defense material to MTMTS customers—Army, Navy, Air Force and Marine Corps Continental United States (CONUS) depots and installations—at the lowest possible cost.

Under the monitorship of Eastern Area, Military Traffic Management and Terminal Service from its headquarters in Brooklyn, N.Y., consolidation stations are presently being operated successfully in Philadelphia and Toledo. At these points, small shipments of anything from Army boots to radio equipment and electronic parts emanating from vendors and military installations within 15 states in the Northeast, are consolidated into carload lots and expeditiously routed to designated destinations on the West Coast.

The establishment of these stations is the result of studies of economies made feasible by in-house consolidation of small shipments within CONUS to take advantage of bulk transp rates.

Late in 1968 a test program was initiate Philadelphia chosen as the site for the consolidation station. The resultant sav reduced freight costs, even deducting co and MTMTS overhead costs, was about cent of the cost that would have otherwis incurred. During the period Novembe through August 1969, 4.69 million pounds o were handled under this test program, wit savings of $167,100.

Since the Philadelphia station started operations in September 1969, both tonna savings have risen dramatically. During S ber, 550,000 pounds were consolidate shipped, representing a savings of $23,2 October that figure jumped to 1.35 milli with a $36,300 savings, and in December a s of $68,800 was derived from expediting 2.6 lion lbs. of small shipments. A total vol five million pounds for the second quarter cal Year 1970 resulted in a savings of $1

The program has other advantages. Fo small shipments, overall transit time to d tion has been reduced and shipment vi has been enhanced. In addition, tracing dures and discrepancy reporting are sim and the likelihood of enroute loss or pilfera

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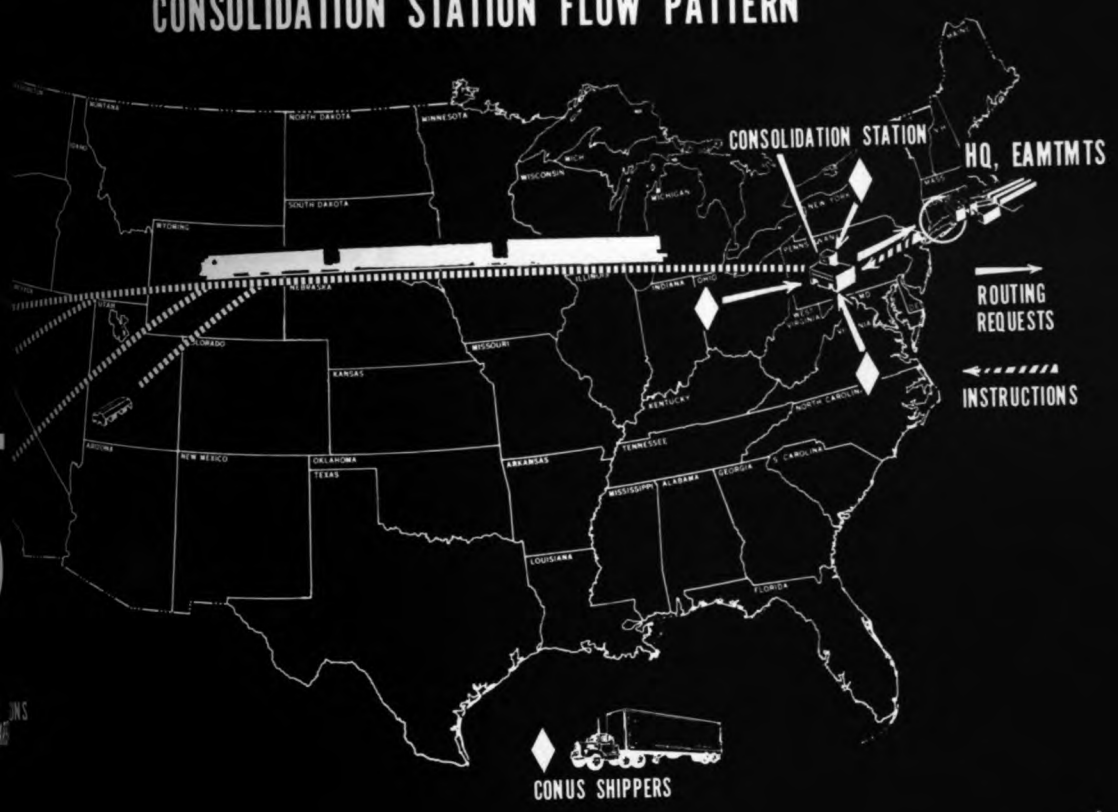

duced. The procedure also offers opportunities for additional dollar savings through the consolidation of larger shipments through a consolidation station, or by marrying a railcar at an intermediate point with a car from a consolidation station to take advantage of lower rates. This latter procedure alone saved $35,000 during the first two quarters of FY 1970.

Presently only those shipments moving to the high volume West Coast destinations are presently susceptible to consolidation, future growth of the program now envisions the establishment of West Coast distribution stations to serve the smaller West Coast consignees. Such stations, presently at Oakland and Los Angeles, would operate like the consolidation stations, but in reverse—receiving inbound carloads, separating the shipments by consignee, and moving it the relatively short distance to final destination.

At present, the Philadelphia consolidation station operated by "Shippers Traffic Service, Inc.," has the potential for moving shipments amounting to 2 million pounds per month to currently designated West Coast destinations, with a possible annual savings of $892,000. With the establishment of two proposed distribution stations, an additional tonnage volume of 1.4 million pounds and annual savings of $398,000 would be possible. The Toledo consolidation station, operated by "Cartruck Consolidation Corporation," has a monthly potential for 1.4 million pounds with a related annual savings of $400,000. Utilization of distribution stations on the West Coast provides an additional tonnage potential of a million pounds per month, and an annual savings of $126,000 could be realized. As the Toledo facility has only been in operation since January, it is too early to evaluate its current effectiveness.

What does the future hold for the small shipment program? Studies are presently being conducted by MTMTS to expand the consolidation station concept, with additional stations being considered to serve the Southeastern and Central States. Each of these areas has been selected as being small enough to permit economical consolidation at a central point, yet large enough to generate sufficient tonnage to insure an efficient operation. Tentatively, Atlanta, Memphis and Chicago have been chosen as possible consolidation station sites.

The potential savings from all present and planned consolidation stations, when coupled with West Coast distribution stations, is well over $4 million a year. Rate negotiation, expansion of destination areas, and economies effected through railcar marry-up and other techniques offer possibilities for even greater savings.

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Navy's "can do" Cargo Handling Battalion One personnel are flexible mobile, and proud of their role as a part of the Navy-Marine Corps logist team.

by
Lieutenant Donald E. Price, SC, U

From bitter cold operations in the Antarct dangerous assignments in Viet Nam the U. S. Cargo Handling Battalion One (NAVCHB is called upon for rapid loading, offloadin backloading of ocean-going cargo vessels.

This Atlantic Fleet mobile logistics suppor under Command Service Force, U. S. A Fleet, has one wartime mission—support the ing Marines ashore, during and after an amphi assault.

Amphibious assault ships carry only the force's initial requirements of equipment and terial. In order to sustain movement inland, mous quantities of additional material and su must immediately follow invasion forces asho

Following the landing of personnel and material requirements of an invasion force assault ships would retire from the beach and dezvous at sea. Merchant ships under the M Sea Transportation Service (MSTS), bearing equipment, food, ammunition, and other su necessary to sustain the fighting men ashore. appear on the horizon with additional su Officers and enlisted men of NAVCHB ONE ing for the order to perform, would begin the cal job of discharging that cargo.

While amphibious assault ships have the bility of discharging their own cargo with company, MSTS vessels must rely upon stev at each port of call. Since professional stevedores are not available in assault NAVCHB ONE assumes those cargo handli sponsibilities. NAVCHB ONE's combat stev couple the logistics pipeline to the Marine assuring the vital flow of combat materials.

The Navy's recognition of the need to pro professional combat-ready cargo handling ca is not new. Amphibious assault and forwar operations during World War II demonstrat

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NAVY'S OMBAT-READY STEVEDORES

skilled stevedoring units able to expedite vement.

44 several kinds of units, including logistics companies under the command of Navy orps Officers, were developed for this pur- have served as forerunners to NAVCHB lthough logistic support companies were zed following the war, the Navy recog- continuing need for skilled and highly tevedoring services.

Chief of Naval Operations established B ONE as an Atlantic Fleet mobile logistic unit operating under Commander Service . S. Atlantic Fleet, in October of 1949.

the command of a Navy officer having of commander, NAVCHB ONE is a cadre comprising 224 officers and enlisted men of immediate deployment. In case of a le emergency deployment, this force would ented by an additional 224 sailors currently nental U. S. shore duty and designated for pose by the Chief of Naval Personnel.

CHB ONE can deploy as an entire unit or hments composed of hatch groups operating n officer in charge. Each hatch group con- several hatch teams. During peacetime the maintains 16 ready hatch teams. Forty ams are possible, permitting simultaneous or discharge of 20 general cargo hatches the clock.

fully deployed, the battalion leaves behind base camp detachment which provides liai- h the continental U. S. support establish- s functions are training, administration and ance.

in skills are required to keep NAVCHB elf-sustaining and highly productive. Deck provide the basic cargo handling capability, h all personnel are required to become quali-

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fied as team members and may be called upon to handle cargo.

Construction ratings set up and operate field hous-

CHB-One personnel pull hoist cables from cargo box during off-loading of the USNS Wyandotte, above, at McMurdo Sound, Antarctica. Photo below shows unloading of USNS Private John R. Towle.

ing, transport men and supplies, and keep all ment and portable facilities in good repair. istrative ratings provide food service, pay, attention, supply, and other essential personn port services.

NAVCHB ONE's first duty is to be ready. As combat readiness involves constan ing, the battalion must ensure that each man fit for deployment and capable of effective visorial participation in team effort. Supe emphasis is especially important since the b forms a skilled nucleus around which a fu unit must be formed when operations so req

Professional training courses directed at d ing cargo handling skills are conducted by NA ONE. Personnel are given a one-month in tion to basic Navy stevedoring at the bat home port at Williamsburg, Virginia.

Techniques and procedures of rigging are presented in the classroom with some of the being demonstrated on working models cons by battalion personnel. Later the trainees m a full-scale cargo ship mockup where they a set rigs, operate winches, and practice signali

Emphasis is placed upon each trainee be a master in marlinspike seamanship, the op of materials handling equipment, pier and s safety, and the many other skills and tools c new trade.

A by-product of the training program is the of NAVCHB ONE to absorb personnel from commands within its training environment. dred additional such students can be trained time by the battalion in courses tailored t command's particular requirements.

Upon graduation, stevedores who are assig the battalion join permanent hatch teams an train within the unit in order to meet the de of team-styled operations. Once a new hatch is organized and basically trained it under three-day exercise during which each group one hold of an MSTS ship.

After the three-day exercise, the hatch gr ready to perform short cargo handling ope along the Atlantic coast. Ordinarily, these m involve assistance to Service Force cargo ship paring for or returning from deployment.

NAVCHB ONE represents the only depl stevedoring capability available to support A Fleet operations. It therefore functions during time as a mobile logistics support unit assig

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TO'S HOTLINE

R'S HOURS AREN'T IN THE CARDS

eak personal property movement period is almost here. The ITO will have an ional workload from about 15 May through 1 October. To provide a better and t service to the owner the ITO should coordinate with the carriers as to easibility of making weekend deliveries at no additional cost to the nment. He should also be sure carriers provide his office with a ication of an estimated time of arrival of personal property shipments. ration between the ITO and the carrier will minimize the waiting time and carrier equipment available sooner for pick-ups in the same area.

COSTLY BUS CANCELLATION PAYMENTS

s commercial buses originally scheduled for either line-haul or supplemental rements must be cancelled immediately to avoid penalty billings for ment ordered but not used. MTMTS Passenger Traffic Directorate must vised of any change in requirements if the movement was arranged by MTMTS. ocal carrier agent should be notified if the reduction is determined on notice to preclude, if possible, dispatch of buses from carrier ment point.

FARES REDUCED FOR MILITARY PERSONNEL

furlough fares have been changed to discount 25 percent of the coach fare. ary personnel traveling in uniform at personal expense when on furlough ss may take advantage of these fares. Furlough tickets are not honored ravel on the Penn Central Metroliner or the Turboliner.

VEHICLE RENTAL

al Services Administration Supply Schedules pertaining to Motor Vehicle l Contracts, 1 March 1970 through 28 February 1971, have been distributed. ional schedules may be obtained from MTMTS Area Passenger Directorates.

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TO's HOTLINE

MILSTAMP INTERIM CHANGE – TRACING, DIVERSION AND HOLDING

MILSTAMP Interim Change 11-8, a revised shipment tracing section, including provisions for shipment diversion and holding, was issued in early February. Be sure to include an appropriate Transportation Account Code (TAC) with all diversion instructions.

TRAFFIC MANAGEMENT CONFERENCE

Western Area, MTMTS will hold its Annual General Freight Traffic Management Conference in the San Francisco Bay Area, 19-20 May 1970. The agenda of the Conference will include such topics as containerization, transportation, documentation, carriers and services.

RECENT CHANGES TO THE TERMINAL FACILITIES GUIDES

Recently, Change 20 to the Terminal Facilities Guide, United States Air Force (AR 55-359/NAVSUP Pub 447/MCO P4600.11/DSAH 4510.2/CG-376) was distributed. These changes contain important terminal facilities information for use by origin transportation officers.

CHECK THOSE BAGGAGE LIABILITY LIMITS!

Personal baggage liability limits are established by common carriers for loss or damage of personal baggage checked in conjunction with passenger tickets. These maximums range up to $500 via scheduled air, $100 for rail and $50 for bus travel. Travelers should be advised that carriers offer additional coverage for a nominal fee.

INFLATABLE DUNNAGE HAS LIMITATIONS

Use of inflatable dunnage for blocking and bracing freight in rail cars has been on the increase. While this form of dunnage is acceptable for blocking commodities of uniform shape and moderate weight, it has caused problems when used on items which have sharp edges or are contained in drums. On items with sharp edges, inflatable dunnage may be used with a buffer between the dunnage the commodity. Drummed products have a characteristic of riding up on blocks thereby negating the value of dunnage. When reusing dunnage, examine it for cuts and abrasions.

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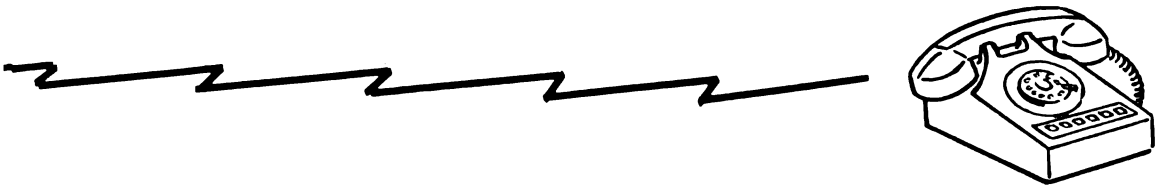

ODGING IS A TIME-SAVER

odging is the advance submission of shipping documents by the carrier hipper to a terminal to enable preparation of receipt documentation. hortens the truck turn around time at the terminal and provides enroute rmation for terminal planning and booking of cargo. ITOs can assist the inals by reminding carriers to prelodge.

E HAVE ALL THE BOXCARS GONE?

tary shipping activities continue to incur excess costs through failure se the lowest cost mode of transportation. This occurs many times through use of motor carriers when rail is cost favorable and will meet the specific ping and delivery requirements. The reason commonly given is that rail iers were unable to furnish the necessary equipment. MTMTS' Freight Traffic sion has requested shippers to notify them promptly when this situation es so they may obtain the required rail equipment from installation sportation officers, railroad officials and the Association of ican Railroads.

NCE AND ACCOUNTING NEEDS A COPY TOO!

ts show that some transportation officers issuing transportation ments are not sending the fiscal copy of the transportation document to station cited in the accounting classification. As a result, the finance accounting officer of the installation whose funds are cited is unaware his funds are obligated. Installation transportation officers should k internal controls and perform periodic reviews to insure that fiscal es are dispatched to the appropriate stations.

TORING TERMINALS FOR ASTRAY FREIGHT

urgent need for military installation personnel to visit local carrier inals to locate lost military freight was demonstrated recently. Teams from hern California Outport checked 14 truck terminals and found 88 pieces of rnment freight ranging from engineering spare parts to high cost electronic . In one instance, the contractor payment reports substantiated that one e of freight, while still setting in a local terminal, was paid for twice - time as two pieces. Full cooperation with the Joint Military Astray ght Committee will eliminate duplication of effort, reduce workload in concerned and eliminate incidents of this type.

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TO'S HOTLINE

KEEP THE GBL MOVING - IT'S MONEY

Commercial carriers transporting DoD freight shipments on GBLs are entitled to receive prompt payment for their services. Transportation officers at bot origin and destination can help speed up the payment process through expedi handling of the long form Government Bill of Lading (SF 1103). Origin transportation officers should assure that GBLs are prepared promptly. They should be dispatched to the consignee for arrival at the destination prio to or at the same time as the shipments. Upon receipt of shipment, destinati transportation officers should promptly accomplish and surrender the GBLs to delivering carriers. By following these simple steps, transportation offi will assist in minimizing delays in the GBL payment process.

KUDOS

INVESTIGATION SETTLES "BEEF"

Two shipments of beef carcasses recently sustained spoilage in movements fr MTMTS Terminal Unit, Seattle, to Elmendorf Air Force Base, Alaska. The amoun the damage was $5,190.99. Action initiated by MTMTS' Inland Traffic Directo through Western Area determined that spoilage was due to improper loading by the carrier. Sufficient air circulation was not provided. Subsequent action by MTMTS has resulted in the utilization of a weight restriction per container regulation to allow for proper air circulation. Since them, deli service has been excellent.

FISCAL FACTS

MTMTS' Inland Freight Directorate reports that rate negotiations for the u train concept for explosive shipments moving from Port Chicago, Calif. to Thorne, Nev. have been successful with economies of approximately $14,600. Timely coordination between James J. Gianfagna of the Naval Support Syste Command, representatives of the Naval Ordance Systems Command, Lt. Col. Or Metheny, and P. J. Visconte, Headquarters, MTMTS, set the stage for this advanced concept.

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PASTRAM: electronic aid to passenger traffic management

by Lieutenant John D. Murphy, USA

At first glance, a visitor in MTMTS' Passenger Traffic Directorate may think some of the employees are watching their favorite television show.

Not true! Ten Burroughs Cathode Ray Tube (CRT) computer terminals, on the desktops in the directorate's Passenger Movements Division only look like portable TVs. They are a part of MTMTS' Passenger Traffic Management System (PASTRAM), a system which will help move more than six million military travelers this fiscal year.

PASTRAM is a subsystem of the Automated System for Transportation Data (AUTOSTRAD) now being implemented throughout MTMTS. Briefly, AUTOSTRAD is a totally integrated computer system which will analyze, and make available, needed information for traffic managers at every level of the command. It will be capable of adapting to the rapidly changing military and commercial transportation environment.

MTMTS' initial efforts in the PASTRAM system have been concentrated in the area of group movements. Currently the system stores all requirements and group movement routings. With this capability MTMTS can screen and retrieve all pending requests for transportation and consolidate those that are compatible into larger packages in order to secure group rates or to fully utilize charter service.

Along with the CRTs, the PASTRAM system includes 15 IBM 1050s—and a UNIVAC 9200.

The CRTs have a keyboard much like a typewriter, allowing an operator to type movement information into the CRT.

Once the CRT receives the material it automatically relays it to Fairfield, N. J., where it is received and stored in a Burroughs B3500 computer. The B3500 can retain 80 million characters to be sped back through telephone lines to the screen of the CRT upon the operators' request.

The 1050s are the center of the communications network. They are similar to a teletype machine, capable of receiving and transmitting to other installations with 1050s in use. Thus far the 12 Army posts with the highest volume of movements have 1050s connected to the communications network centered at MTMTS. Seventy percent of the movement requests received at MTMTS come from these 12 installations.

Fort Lewis, Wash., Fort Ord, Calif., Fort Bliss, Tex., Fort Sill, Okla., Fort Leonard Wood, Mo., Fort Polk, La., Fort Knox, Ky., Fort Benning, Ga., Fort Gordon, Ga., Fort Jackson, S. C., and Fort Dix, N. J., have 1050s in operation. Installations that do not have 1050s make their requests by telephone.

The control that the PASTRAM system can provide is be-

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PASTRAM is explained to Brigadier General Ernest D. Danby, Senior Canadian Liaison Officer, during a recent visit to Head MTMTS. John P. Wunderly, an MTMTS systems analyst, types a request into the computer terminal.

ing realized in many different ways, but perhaps the best method of visualizing the advantages of PASTRAM is to cite a realistic example.

Suppose one Friday afternoon the phone rings in the Passenger Traffic Directorate. The caller notifies MTMTS of a strike that will halt all flights of one major airline at midnight. It then becomes MTMTS' responsibility to find another means of travel for any Department of Defense personnel that were scheduled to use the airline that is about to be grounded by the strike.

Of course the passengers who were to move that day are the first concern of MTMTS, but the command must also provide the management for the other changes throughout the strike.

Moments after word is received that a strike is near, the PASTRAM system is put to work. The CRT operator can ask the computer to supply her a list of scheduled DoD movements on the grounded airline. For instance, she can ask for all of the movements from that Friday through the next week.

Within approximately three minutes, the message from MTMTS to the Burroughs B3500 in Fairfield is received and the complete list of movements is printed out on the UN 9200, which handles all printing requirements i PASTRAM system.

Without the use of the puter it would have tak least an hour to gather this information. It is easy t why this system is sometim ferred to as the "communic computer".

After the computer has fl back the data showing the nal scheduled movements must be changed to other lines or possibly another the MTMTS traffic manage specialist begins to look another means of movement

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as quickly, the computer
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other airlines and modes
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ist what other means of
ortation are available to
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at has the strike threat
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to another commercial
r another mode.

though the phone call to
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has helped make the
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advantages of PASTRAM
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ists.

PASTRAM's instant re-
pability MTMTS is able
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en. PASTRAM supplies
formation more quickly
ome last minute savings
ssible.

ntly a charter flight left
ewis with 196 passengers
nloaded at stops at Fort
rt Benning, Fort Gordon,
and Fort Eustis. The plane in use was a DC-8, which carries 219 passengers.

A later request from Fort Sill asked for the movement of 61 personnel to Fort Benning. Since 38 of the plane's original 196 passengers were scheduled to depart at Fort Sill, that left 61 seats open, exactly the number required to fill the request by Fort Sill. Without the use of PASTRAM the request may not have been processed in time to make the savings.

Those 61 passengers flew at no additional cost to the Army. Commercially it would have cost $3,318.40 to fly the 61 personnel from Fort Sill to Fort Benning. The original charter flight also provided a savings of $5,259.80, therefore a total savings of $8,578.20 was realized.

At this time PASTRAM is only partially implemented. The ultimate system begins and ends with providing service to the military traveler through his local installation transportation officer. It will provide analysis of the full range of transportation choices for each passenger movement requirement.

MTMTS is looking forward to the activation of such features as additional programs which will facilitate its mode evaluation and other traffic management analyses and permit electronic link-up with the commercial passenger transportation industry.

Through progressive implementation the ultimate Passenger Traffic Management System, MTMTS expects to achieve increased quality control, reduced response time, substantial cost reduction, and more timely and complete information on passenger movements than has ever before been available to transportation managers.

Cathode Ray Tube (CRT) computer terminals send the passenger traffic requests to the B3500 computer in Fairfield, N.J. Carolyn Schneider, a terminal operator, makes sure the information is received and transmitted by the CRT.

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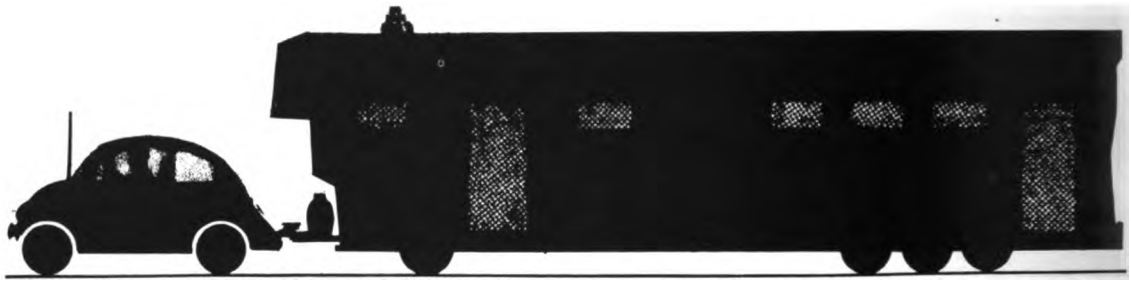
A mobile home big enough to be really comfortable may be too large to tow over some State highways. Sometimes ITOs have to advise Service members to

BEWARE THE LONG, LONG



Mobile homes become bigger year by year while State laws concerning their movement remain quite rigid. Although local transportation officers are able to counsel military personnel on the restrictions imposed by the States, many Service members buy mobile homes each year without seeking their advice. The problem was highlighted early last year in the *Army Personnel Letter,* which pointed out that it might be easier to get a vehicle to orbit the moon than to move an oversize mobile home across the continent.

The publication cited California as a good example of a State with extensive regulations governing mobile homes. A person could easily find himself unable to move, sell, or even live in a mobile home there if it doesn't measure up to the safety and sanitary standards prescribed by that State.

The Commander, MTMTS, aware of the problems, began negotiations with State highway officials in 1968 in an effort to assist military members in the interstate movement of mobile homes. Results to date indicate a cooperative and sincere effort on the part of the States to reduce mobile home restrictions to servicemen, but the rules still vary from State to State.

Most States and the District of Columbia agreed to allow mobile home combinations up to 80 feet long (including the towing vehicle) and up to 12 feet wide to move under permit procedures. But because towing units and hauling techniques vary, it has not been possible to establish a mobile home upper size limit cluding the towing vehicle) which all State accept. Under normal circumstances, how mobile homes up to 60 feet long (excludin towing unit) should experience no difficu those States which allow movements up feet long including the towing vehicle.

Service members who purchase mobile h which exceed a State's limitations cann given assurance of assistance for their r ment through that State by the Departme Defense. Movement of privately-owned ov mobile homes cannot be certified as essen national defense because such certificati restricted to movement of material and e ment within the DoD logistical system.

A few States will permit loads larger tha usual dimension limitations indicate, but such permission requires that certain u carrier requirements be fulfilled or that uncommon intrastate requirements are Such excess loads should be checked State and carrier representatives before ment action is initiated. Mobile home ments on turnpikes or toll facilities shoul be checked with appropriate authorities.

The best advice available from Headqu MTMTS to military members planning to mobile home is *check with the installation portation officer first.* A trip to the local portation office should help preclude unn sary difficulty.

by
Leon W. Heidebrecht
Office, Special Assistant for Transportation Engineering
Headquarters MTMTS

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v tractor featuring four-wheel steering is under-sts at Naha Military Port, Okinawa. It can turn rees in 32.6 feet and has a 370-horsepower nd six forward gears. The tractor can cut load-unloading time of ships, where tractors can be n board, by six or seven hours.

★★★

v cargo-moving system is in use at Defense racy in California. A truck-like unit, along with -uipped docks installed on tracks in the depot's se, enables a single worker to handle an entire and unloading operation. Five cargo transporters g care of 50 percent of the iutra-depot cargo

★★★

allest and most modern air traffic control tower epublic of Vietnam is nearing completion. Two anes hoisted a U.S.-built, 12-ton cab atop the t-story tower. The tower will provide air traffic for one of the world's busiest international air-an Son Nhut AB handles more than 600,000 and civilian aircraft takeoffs and landings

★★★

tary of Transportation John A. Volpe recently ed a $100,000 research grant to Tube Transit tion of Palo Alto, California, to further assess ibility of the gravity-vacuum train concept. The vacuum concept envisions using tube trains would roll downhill approximately half way to station and then use a combination of acquired um and vacuum pressure for the other half, or ill portion of its trip.

★★★

engineers are investigating use of plastic as a of eliminating expensive and time-consuming lding operations. The technique will eliminate and quarrying rock, bringing in crushing nt, and long hauls by trucks. The 15- by 300-gths of polypropylene are laid over a road site halt is applied. Subgrade material, such as native l, is placed on top, compacted, and covered by strip of plastic. The upper and lower strips are encasing the subgrade; then another application alt completes the road.

★★★

ard Coastline Railroad Company, Jacksonville, being issued a $1,117,975 fixed-price (with scalation) contract for hauling and switching from March 1, 1970 through February 21, 1971 y Point Military Ocean Terminal, Southport, astern Area, MTMTS, Brooklyn, N.Y., is the ting activity.

Daniel F. Wallingsford, former chief of the Data Systems Design Division, Directorate of Systems, Headquarters MTMTS, has been awarded the Army's Decoration for Exceptional Civilian Service. The presentation was made at Headquarters MTMTS by Major General Clarence J. Lang, MTMTS commander. Mr. Wallingsford entered the transportation field in 1959 as an employee of Defense Traffic Management Service (DTMS), a predecessor of MTMTS. He left federal service early this year to become director of marketing services for Realtronics Inc., a subsidiary of Cybernetics Corp., in Arlington, Va.

★★★

The REFERRAL program to assist retiring military personnel seeking civilian employment has been established by the Department of Defense. Basically it involves a computer-assisted referral system designed to collate retirees' resumes with prospective employees' requirements. Present plans call for the program to be operational in June. In the Army Project REFERRAL will operate within the framework of the Army Retirement Service Program. The Navy, Air Force and Marine Corps will put the program under their Transition Programs.

★★★

The St. Louis Seaway opened on April 1. This date equals the early opening record set in 1966. The Montreal-to-Lake Ontario section will remain open through December 10.

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Newsreview

John L. McGruder, director of management systems for the Department of Transportation, has been named chairman of National Defense Transportation Day for 1970. Since 1957, NDT Day has been proclaimed annually by the President to give public recognition to the role transportation plays in the defense of the Nation. Officially designated as the third Friday in May, NDT Day falls this year on May 15. As chairman, Mr. McGruder will work closely with NDTA State vice presidents and chapter representatives to encourage all people of the Free World to pause and reflect on the importance of transportation to national preparedness.

★★★

The Chamber of Commerce of the United States has endorsed continuation of the Federal Aid Highway Program, reiterated its backing for a modernized merchant marine fleet and reemphasized support for legislation for a five-year, $3.1 billion mass transit program. The board also backed President Nixon's plan to modernize the merchant marine by increasing from 10 to 30 the number of new ships to be built each year for the next 10 years.

★★★

Military Airlift Command's 437th Military Arilift Wing, Charleston AFB, S.C., has won the MAC Commander's Trophy for Aircraft Maintenance in 1969. It also has been selected as MAC's nominee for the Daedalian Maintenance Trophy.

Can you imagine a flight lasting 57 years? T long the 437th Military Airlift Wing at Charle S.C., has flown without a single accident. W bers have completed 500,000 flying hours, 57 years in the air, without mishap. In reco this achievement, the wing received Milita Command's Special Flight Safety Award. O port that half of the wing's 500,000 hours w in support of operations in Southeast Asia.

★★★

Greater use of automation in the control of a in order to meet the challenges of aviation in ades ahead has been recommended to Secr Transportation John A. Volpe. The recomme were made by the Secretary's Air Traffic Con visory Committee, after an exhaustive study capabilities and needs of the air traffic control s the Federal Aviation Administration.

★★★

Col. John E. Murray, the Army's director o portation, spoke before the traffic management ence held recently in Atlanta by the Easter Military Traffic Management and Terminal Colonel Murray said that he views both civil military logisticians as special economists deali production, consumption and distribution, faci budget squeezing storms of our economic se confronted almost daily with "logical contra apparent anomalies and matters seemingly ir able as a blow torch in a powder factory."

FROM UTAH TO JAPAN, WITH SAVINGS

WASHINGTON, D. C.—The Military Traffic Management and Terminal Service (MTMTS) recently saved the Marine Corps more than $7,500 in transportation charges for a movement of cargo from Utah to Japan.

MTMTS, after analyzing the export requirement of 751 measurement tons of furniture from Ogden, Utah to the Marine Corps Air Station in Iwakuni, Japan, selected the Through Government Bill of Lading (TGBL) containerized method of shipment.

TGBL offered the best benefits: simplicity and straight line efficiency with resultant cost savings. Under this method, the TGBL c rier makes all arrangements with other c riers and terminal operators for the to movement, and is paid by the shipper on a government bill of lading.

Since there was an instant need of fun to cover the shipment, MTMTS contacted t Marines' transportation people and inform them about TGBL advantages. The Marin liked what TGBL could do for them a supplied the funds in a short time. MTM immediately arranged the export routing a instructed the shipper on how to use TGB

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NS *Maumee*, a 25,000 deadweight ton tanker for Military Sea Transportation Service by ransport Lines of New York, has finished g more than a million gallons of petroleum supply the McMurdo Station, Antarctica for year. The 620-foot tanker, believed to be the ply ship ever to visit McMurdo, accomplished voyage what in past years required as many ages of two small tankers.

★★★

ccidents continued upward for the 12th con- ear in 1969, topping the high mark set the year by 500 accidents, according to a pre- ear-end report made public recently by the ailroad Administration. The 8,529 train acci- orted in 1969 represented a six per cent in- er 1968 and a 60 per cent rise over the last eriod.

Operation Handi-Vet, National Defense Transportation Association's program to "Help the handicapped veteran help transportation," received high praise recently from Harold Russell, chairman of the President's Committee on Employment of the Handicapped. Speaking before the Pittsburgh, Pa., chapter of NDTA, Mr. Russell said Operation Handi-Vet fits magnificently into the President's Committee's pattern of objectives.

★★★

Secretary of Transportation John A. Volpe recently announced that Grumman Aerospace Corporation won the contract to design a 300 mile-per-hour tracked air cushion vehicle. The Secretary stated that "This contract signals this Administration's solid commitment towards affording the Nation's traveling public a ground transportation system unmatched anywhere."

EDMUND LE MIEUX NAMED MTMTS DIRECTOR OF SYSTEMS

ad F. LeMieux, who has s Deputy Director of at Headquarters MT- been promoted to Di- Systems, following the nt of Col. James E. Co- rmer director.

new assignment Mr. Le- ill be responsible for ram control, data sys- ign, computer systems nent and operation an- isions.

2-year federal service as been centered on the tation field. In 1948 he ed in rail tariffs while d by the General Ac- Office, and later was d to freight transporta- cialist. When the Mili- ffic Management Agen-

cy (MTMA) became the first single manager for traffic management in 1955, Mr. LeMieux joined as a charter member, staying with MTMA's successors ever since.

Before his direct association with the computer field he held several positions at MTMTS, including transportation officer, program and budget officer, administrative officer and traffic manager. In March 1967 he was named the MTMTS representative to the Office of the Secretary of Defense (OSD) Ad Hoc Study Group on Transportation Systems. Currently Mr. LeMieux is serving on the OSD Study Group for Intransit Shipment Control.

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Because he resented U.S. recognition of the Mexican government headed by President Venustiano Carranza, General Francisco "Pancho" Villa led his 485-man bandit army across the border and attacked Columbus, N.M., and the tiny cavalry post there on March 10, 1916. There were only 56 troopers on duty during the pre-dawn raid, but the *Villistas* withdrew at dawn, taking 26 wounded men with them and leaving 67 of their number lying dead in the streets. Several severely wounded men were also left behind. The troopers pursued the main body of bandits 12 miles into Mexico, inflicting further casualties. With the tacit approval of President Carranza, President Wilson quickly ordered Brigadier General John J. Pershing to lead a punitive expedition across the border.

General Pershing knew the territory south of Columbus well. He had gone there before, on horseback, in pursuit of Geronimo. There would be snow and bitter cold in the Sierra Madre's, fierce heat in the deserts, and frequent rain, hail and biting sandstorms. It would be a rugged and varied testing ground for automobiles, trucks and airplanes, weapons the U.S. Army had never before used in a campaign against an armed enemy.

He crossed the border on horseback, five days after the *Villista* attack. Because the campaign moved so swiftly he quickly gave up the horse and got an automobile. The supply train in the initial movement consisted of mules and wagons and several trucks obtained from the border patrol at El Paso, reinforced by seven Jeffry Quad trucks of the First Aero Squadron. The border patrol trucks proved unsuitable, but the newer Aero Squadron trucks were equal to the situation and served well until the first truck companies arrived at Columbus for movement into Mexico. These arrived with knocked-down bodies, without body bolts, and would have been useless had not the airplane mechanics used their own machine shop truck to get them into shape. It took them only four days and nights to assemble 54 trucks, enough to form two quartermaster truck units.

Pershing's expeditionary force now had the mobility needed to pursue the bandit army deep into Mexico. Troopers on horseback continued to be the main battle force, but their effectiveness was enhanced by improved logistic support, provided by trucks, and better communication, provided b mobiles and airplanes.

In many cases the rugged conditions pro much for the airplanes. Nevertheless, unde mand of Capt. Benjamin D. Foulois, the aero ron performed reconnaissance, carried messa tween scattered cavalry forces in the field. a Pershing informed as to the location of elem his mobile supply forces.

The truck trains were hampered by pr trails identified only by wagon ruts or, in th part of the campaign, by Signal Corps tel lines. They were manned by inexperienced and commanded by officers who, through precedent, had to improvise methods of ope While the truck trains served Pershing well were many instances in which they were un cope with the climate and terrain, and muc tinued to get the supplies through. One stated that "while the mechanical equipment hell with the nerves of the Army, the mu ered the goods in his customary manner." A the campaign against Pancho Villa marked ginning of the end for the Army mule tra paved the way for greater utilization of tr the movement of supplies and equipment.

The Mexican Punitive Expedition ended 1917 after the *Villista* forces had paid many over for their attack on Columbus, and the maintaining peace and tranquility in norther ico was turned over to President Carran though General Villa eluded capture, the exp accomplished its intended mission. It remo Villa menace without precipitating a war a when German agents were desperately tr provoke war between the United States and in order to reduce America's aid to the Allies war in Europe.

The last of Pershing's forces reentered the States in February 1917. Because Germany sumed unrestricted submarine warfare in lantic, the United States entered the war i on the side of the Allies. Pershing, the only can general with firsthand experience in the motorized supply trains, was promoted and Commander-in-Chief, Allied Expeditionary World War I was the first major conflict in in which extensive use of motor trucks con to victory.

General Pershing had fought Geronimo in Mexico's rugged mountains. Now he had to cross the border again, this time with supply trucks and airplanes,

in pursuit

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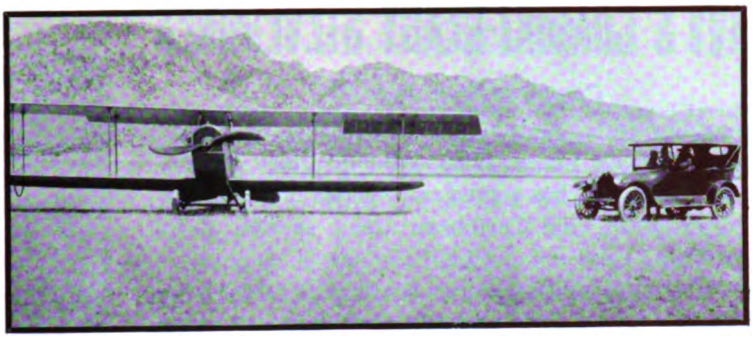
E FROM GENERAL PER-
SCRAPBOOK: General
used a Buick touring car and
ıd aviators of the First Aero
to maintain contact with
of his motorized supply sys-
ıntrymen traveled with each
ain to protect trucks, drivers
ɔ from bandit attacks.
ɔurtesy The National Archives



ANCHO
VILLA

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NAVY'S COMBAT-READY STEVEDORES

Continued From Page 10

requesting force and area commanders by Commander Service Force, U. S. Atlantic Fleet. In this role the battalion has served throughout the Atlantic, Mediterranean, and Caribbean areas, as well as in Viet Nam.

One regular assignment of NAVCHB ONE is to offload cargo for Operation Deep Freeze parties in Antarctica. Following each Christmas, a detachment from NAVCHB ONE flies to McMurdo Sound where they discharge cargo from MSTS ships onto a pier of ice, working round the clock to minimize the time cargo ships must remain in port.

As the Navy's experts in cargo handling, NAVCHB ONE has also performed on-job demonstrations and instruction in safety and technique to those ships of the fleet desiring it. In this capacity, NAVCHB ONE is in a position to provide a valuable service in helping maintain the self-sustaining cargo handling character of each Naval vessel.

The battalion is also on call to perform emergency assistance. One example is the rapid backloading of an ammunition ship requiring emergency dry-docking in Spain. The combat stevedores enabled the ship's return to duty with a minimum delay. In another instance, following hurricane Camille in August 1969, a NAVCHB ONE detachment provided disaster relief assistance for a month to flood-ravaged western Virginia.

The wide range of skills inherent in the battalion's structure made possible the setting up of mobile home parks as emergency housing for 99 families in Virginia. Such work included site preparations, construction of streets and pumphouses, installation of utility lines, and placement and hook up of individual units.

NAVCHB ONE's combat stevedores repeatedly demonstrate their wide range of capabilities. Their mission, structure, training, and employment characterize them as an unusual part of the Navy's transportation system.

Above: Stevedores from Cargo Handling Battalion O lines and cables from a snow-covered generator as and supplies are unloaded from the USNS Private Joh Below, left: Chief Boatswain's Mate Albert H. De CHB-1's training chief, demonstrates a working model cargo ship. Behind him is a model aircraft carrier constructed by CHB-1 personnel. Below, right: Ste cargo winches and booms mounted on top of a mock give student cargo handlers practical experience in un loading Atlantic Fleet ships at Cheatham Annex nea burg, Va.

EP YOUR POWDER DRY

Continued From Page 5

Qui Nhon. The 147-mile voyage, through
to heavy seas, was completed in 18 hours.
ional 22 containers were similarly inspected
ed without incident to Qui Nhon on the U. S.
arge Discharge Lighter *LTC John U. D.*
ue to heavy seas and high winds, the voyage
ge took 40 hours to complete
arrival of the barge and *Page* at Qui Nhon,
tractors were used to offload the containers.
g rainstorm during these operations pro-
challenging quagmire of mud and soft sand.
nt mishap occurred when a tractor driver
lock his fifth wheel securely. The van
ff as he was coming up the incline from the
np and settled on its landing gear. It was
p by a fork lift and repositioned on the
Again, no damage was found. Thirteen of
tainers were then hauled from the port by
ayage company 18 miles inland to the Qui
D. Military truckers from the 8th Trans-
Group moved the remaining containers
Nhon direct to forward area gun sites.
were delivered to Landing Zone English,
hauled to An Khe, and 20 made the 97-
to Pleiku. In every instance, the ammuni-
ed undamaged.
ldiers tasked with unloading the containers
at removing the extensive blocking and
nade extra work, but there was little grum-
he fact that none of the cargo or pallets
aged more than compensated for the added
unblocking chores. This aspect was particularly appealing at the gun sites and forward ASPs, where ammo supplies are critical, and the availability of serviceable artillery rounds can be a life or death matter.

Although all the test data has not been evaluated, preliminary indications are that it is both efficient and economical to containerize ammunition. All the stock advantages of containerization are realized: fast turnaround time, increased ship productivity and reduced requirements for berthing facilities. From the USARV transportation manager's standpoint, however, the prime benefit of ammo containerization—aside from that of cargo protection—is the vastly reduced requirement for handling the ammunition. The amount of handling required by the test shipment was two to eight times less than that required for a conventional break-bulk shipment.

As a result of comments received from Vietnam and the experience gleaned in arranging the CONUS movement of this shipment, MTMTS is now working to determine the optimum size and type container to best meet the combined requirements of the shipper, commercial carriers, regulatory bodies and consignee. Given the proper container, the shipment of containerized ammunition can be as economical, efficient and routine as the present container movement of subsistence, clothing and other troop support items.

Any doubters are urged to contact the troops at An Khe.

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"PUT YOUR TRUST IN CONTAINERS, AND KEEP YOUR POWDER DRY! Read about Project TOCSA, the Test of Containerized Shipments for Ammunition, beginning on page two of this issue.

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THE JOURNAL OF MILITARY TRANSPORTATION MANAGEMENT

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May 1970

VOL I No. 4

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The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AN
TERMINAL SERVICE

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FEATURES

MAXI-MANAGEMENT—MINI-COSTS
John W. Sandfort and Edward B. Spoonamore .....

AMBUSH ON HIGHWAY 22
A Special Report .....

WHAT I EXPECT OF MY ITO: COMPETENCE, DIPLOMACY, EMPATHY
Lieutenant General John J. Tolson, USA .....

ARMY WAGONS, WESTWARD HO!
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CONVERSATIONS CUT COSTS AT CRESCENT CITY
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ON THE COVER: Transportation troopers must also be combi
in the "logistician's war" in Vietnam. The heroic action of
William W. Seay, described in *Ambush on Highway 22* and
on the cover by artist Frank Harding, took place in an a
would have been behind the lines in a conventional war.

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VIEW FROM THE TOP

by
MG Clarence J. Lang, USA
Commander, MTMTS

I think about a "View From the Top," I gazing out over a large city from atop its lding. As you might expect, the panorama nagnificent; but take a closer look and you e that the only things you really see dis- the tops of all the other tall buildings. It is ult to see below the highest level.

y real sense, I am concerned with a similar as MTMTS Commander and, to a greater as a Defense transportation manager. I e my co-workers and associates who have ne top in the commercial and Defense trans- industry; but, I don't have a clear view of e in the ranks below them. Where are the id-level transportation executives who are be running our complex transportation net- ne decades ahead?

f them are with us right now, but their light ne limelight of their superiors. This important vel talent which is so vital to any organiza- fled by the very nature of our government It doesn't have to be that way and it t remain that way. The fact is that too many get that training our own replacement is a c part of an executive's job.

part, we are encouraging junior executives n active role in the operation of MTMTS. I ed that they prepare and present some of ings, attend our higher level meetings, nstorm" some of our major problems. I am y concerned that we challenge these young women to the fullest extent of their capa- /e stand to profit immeasurably from our t if we do.

Once we have increased the visibility at our mid-level, we can concentrate on attracting new workers to the transportation field. Many of these potential newcomers are in our high schools and colleges today and will be coming into our job force tomorrow. The alarming fact is that most of them will choose their life's work without ever having given serious consideration to a career in transportation. Fully one-fifth of our Gross National Product is spent on transportation services, yet the impact made by the transportation industry on the minds of future job-seekers is almost nil. Competition from the more glamorous career fields is completely overshadowing job opportunities in transportation.

We must actively recruit these young people to our ranks. But our first step must be to insure that we have something to offer them. Today's young men and women are looking for meaningful, challenging careers, and they expect to be recognized and advanced as quickly as their ability permits. Nothing will stifle young workers' participation and incentive more than to be in jobs where they do all the work but receive little credit for their efforts. Likewise, resistance to change, just because "we've always done it this way," will discourage young people from continuing with an organization.

We must also consider young officers and enlisted personnel who are completing their tours of active duty with the services and who have chosen to return to civilian life. They represent a valuable pool of talent and we must encourage them to apply for positions with our workforce. If we have properly utilized their energies and talents while they are in uniform, they will want to continue with us as civilians.

Continued on Page 24

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mini-COSTS

MAXI-MANAGEMENT

by

John W. Sandfort

and

Edward B. Spoonamore

Directorate of Plans

MTMTS

With all due apologies to Wally
military transportation manage
need to be reminded that they
railroads. More Department of
freight moves by rail within th
nental United States than by a
mode of transportation, and traf
agers, ever alert to ways of sav
dollars, are eyeing a couple of
rail concepts that offer lower c
DoD shippers.

One of these is the unit train, d
for the shipper who makes re
long-distance shipments of large
of cargo. The other is the mini-
short-haul operation by a single
involving commodities that are
load and unload.

Unit trains deal in bulk comm
The term conjures up pictures of
car coal trains that shuttle from t
fields to dock-side facilities. The
ment of a unit train operation
repetitive shipment of train-lots o
more commodities between tw
points. Unit trains are geared
hauls and generally involve two
carriers. They carry full operatin
and are made up in yards, as are
trains, but receive expedited servi
the route.

Mini-trains also deal in bulk c
ities. As noted earlier, they in
single carrier, short-distance ha
tween one pair of points, and eas
dled cargo. Mini-trains by-pass
make-up and classification yards
but eliminate the need for costly
ing and weighing operations. Th
mits greater productive utilizatio
ing stock and reduced transit time
"mini," by the way, doesn't mean
train. It refers to the reduced
another saving.)

Bulk commodities such as coal a
ore have always been well-suited
cial train operations because of th
of handling. Recently, however, th
bulk cargo traveling by mini-tr
grown to include chemicals, potash
steel slabs, even molten sulphur.

Perhaps the most significant d

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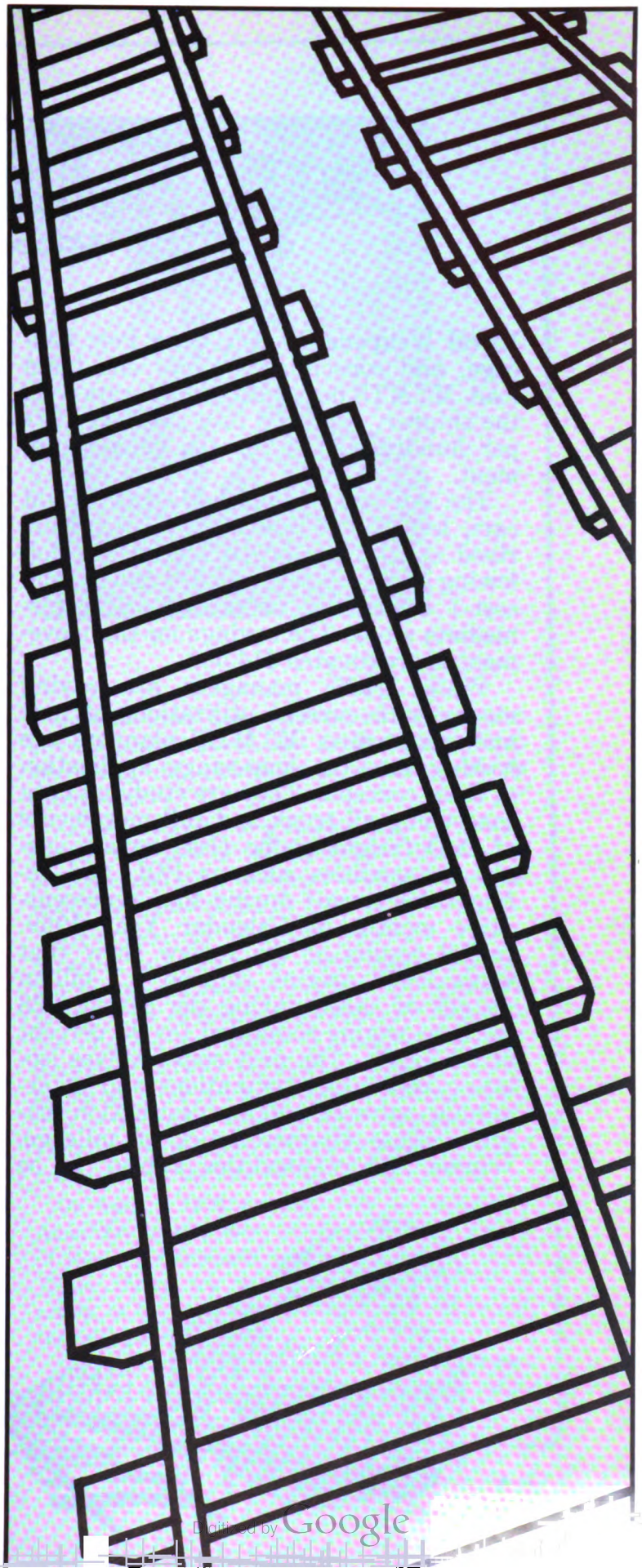
unit train operations is its appli-
) the movement of finished goods.
ains moving up to 1800 automo-
one time are now a common sight
sideration is being given to the
ain movement of containerized
freight as well as perishable and
d foods. One such unit train is
in service, operating between Los
and Chicago on a 40-hour sched-

rowing interest in the two con-
spurred by benefits to shipper
ier alike. It is not uncommon for
ins to travel hundreds of miles
compared with a daily average
52 miles for conventional trains.
reased productivity lets rail car-
ver their per-ton-mile rates and
a greater return on their invest-
an they could attain with conven-
eight operations.
centive rates, which are designed
t train-load shipments, result in
ial savings for the shipper who
lizes time savings from the pri-
vement scheduling that is an in-
facet of the unit/mini-train con-

TS has already been able to real-
iderable economies by adapting
train concept for moving ammu-
Recently, the Naval Supply Sys-
ommand (NAVSUPSYSCOM)
ne task of moving 4.7 million
of retrograde ammunition from
icago, California, to Hawthorne,
The ammunition was to arrive at
in small lots, with the entire ship-
ggered over a six-week period.
onal shipping practices dictated
the ammunition as soon as each
me available. The entire move
equire some 80 freight cars, a
of which would be less than fully
The existing tariff for the ammu-
as 158¢ per hundredweight per

affic managers at MTMTS saw
application of the unit train con-
VSUPSYSCOM agreed to hold
ming ammunition at Concord



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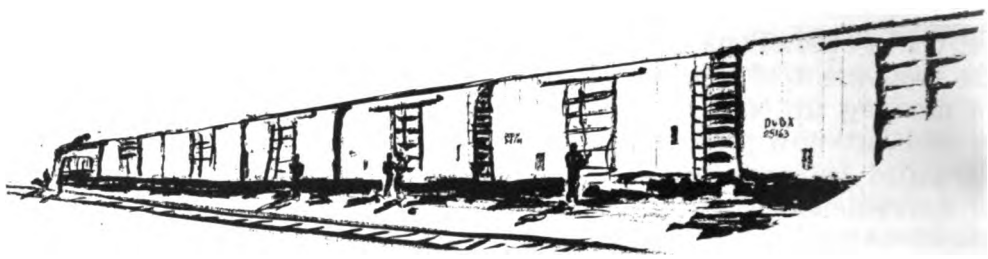

Naval Weapons Station, near Port Chicago, and consolidate it into one train load. MTMTS negotiated a bulk rate with the shipper, resulting in a tariff of 127¢ per hundredweight for the entire shipment.

The ammunition, which filled 61 freight cars, left Concord on March 18 and arrived at its Nevada destination the following night, having avoided time- (and cost-) consuming switching and intermediate stops. The savings on the movement approximated $14,000.

While traffic managers are saving money with current utilizations of unit and mini-trains, MTMTS' planners are looking into the long-range application of these concepts. They are studying data concerning all truck and rail movements of DoD freight traffic (less certain special commodities such as POL and refrigerated cargo) during four representative months of Calendar Year 1969. Initial results of the review show that while 2,073 origins shipped 8.7 billion pounds of cargo during the period, 328 of those origins accounted for 93 percent of the traffic. The next step involves isolating repetitive destinations and determining pairs of points (destination/origin) whose characteristics of mileage, volume and commodities appear to be plausible candidates for unit/mini- As favorable opportunities are ide MTMTS will coordinate with s and carriers to develop optimum t service.

As the activity surrounding the rail concept demonstrates, traffic m ment involves more than simply l existing management machiner oiled. Today's new transportation ing is moving increasingly awa unplanned partial lot shipment of In all modes of transportation, ne ware is expanding the traffic ma ability to do business. LASH, SE and "mini" vessels that can ski gested terminals permit the "d door" movement of goods. The inc number of commodities being shi containers is eliminating double h of cargo. New wide-bodied jets their increased passenger and ca pacity, also promise transportatio fits for DoD shippers.

All of these new developmen geared toward a managed mass f proach to transportation. The key izing benefits of these innovations ative traffic management—devel of new patterns and procedur matching shipper requirements t ern movement capabilities.

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MBUSH
N
GHWAY
?

ure to the threat of enemy action was for Army Sergeant William W. Seay, 19, driver with the 62nd Transportation Com- Medium Truck), 7th Transportation Bat- 8th Transportation Group, in the Republic am. On August 25, 1968, while driving in oly convoy along National Highway 22, village of Ap Nhi, the threat of action eality.

onvoy, carrying critically-needed ammuni- supplies from Long Binh, entered the zone" of an ambush set up by a reinforced of the North Vietnamese Army. As the ements entered the ambush they were y intense rocket, machine gun and auto- eapons fire from the well-concealed and ed enemy force. When the convoy was o stop, Sergeant Seay leaped from the d took cover behind the wheels of a truck th high explosives.

violent North Vietnamese assault reached 0 meters from the road, Seay opened fire, vo of the enemy. He then spotted a sniper and killed him.

the truckers huddled behind their vehicles for the enemy, a grenade bounced to er an ammunition trailer. Seay dashed ver, grabbed the grenade and threw it he enemy, killing four and saving the lives n around the trailer.

Moments after Seay returned to cover another grenade landed nearby, and he again dashed out and tossed the grenade back at the advancing enemy soldiers.

As Seay returned to a shallow ditch for protection he was shot in the right wrist. Despite the painful wound, Seay continued to shout encouragement to his fellow soldiers.

After receiving first aid from two soldiers, Sergeant Seay saw three North Vietnamese who had flanked the friendly positions and were preparing to fire on his comrades. Although weak from loss of blood and unable to use his right hand, Seay stood and fired his weapon with his left hand, killing all three North Vietnamese and saving the lives of his fellow soldiers. Before Sergeant Seay could return to cover, a sniper's bullet found its mark, ending the life of the gallant soldier.

On April 7, 1970, Sergeant Seay was among 21 American fighting men who were awarded Medals of Honor posthumously by President Nixon at the White House for gallantry and intrepidity in action, at the risk of their lives, above and beyond the call of duty.

Sergeant Seay is believed to be the only Transportation Corps soldier ever awarded the Medal of Honor for service with a TC unit.

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What I Expect of my ITO:

COMPETENCE, DIPLOMACY, EMPATH

The commander of a large military installation such as Fort Bragg can appreciate the enormous responsibilities and efforts required to maintain a smooth-running transportation system. We pay out $10-$20 million annually to the commercial transportation industry to move supplies, equipment, and personnel to support military training and tactical operations.

Size or scope of our operations cannot be the only factor under consideration, however. Unlike transportation divisions at other military installations, speed must be an integral part of the transportation system at Fort since a large proportion of our effort is in in airborne activities.

Since we also are involved in such a scope of interests we have had to devel maintain a sound and comprehensive management program. Our involvement i port of tactical operations, civil disturb local or national disasters, and the relo of many military families demands this Oftentimes we are called upon to deploy on a moment's notice, whether the contin plans are domestic or foreign in nature

PHOTOS, LEFT TO RIGHT

Mrs. Marcelle F. Truelove, ITO at Fort Bragg, confers with Commanding General prior to deployment of airborne troops.

Airline ticket counter at Fort Bragg's Traffic Division office is always a center of activity.

Earl Laird, Chief, Unit Movement Branch, discusses non-temporary storage of shipments with Mrs. Truelove.

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by
G John J. Tolson, USA
ommanding General
III Airborne Corps and
Fort Bragg, N.C.

ur transportation system must func-
ssly.

s with representatives of all modes of
l transportation, commanders of
nits, and in many instances civil
s, should occupy a considerable
f the Installation Transportation
ime. The ITO must display a com-
yet firm character in addition to a
able and professional mind in deal-
these people. If he does not, he will
ble to obtain the necessary coopera-
the different factions with which he
must contend. Yet he should not be so compromising as to lose sight of our ultimate goal of providing and maintaining the finest, most economical transportation service possible.

In essence, the ITO must be not only technically competent in commercial traffic management techniques, but he must possess several intangible attributes as well.

It is essential for the ITO to be diplomatic. Dealing with representatives of all modes of commercial transportation, staff officers of this command and each succeeding level of the military command structure, and in many in-

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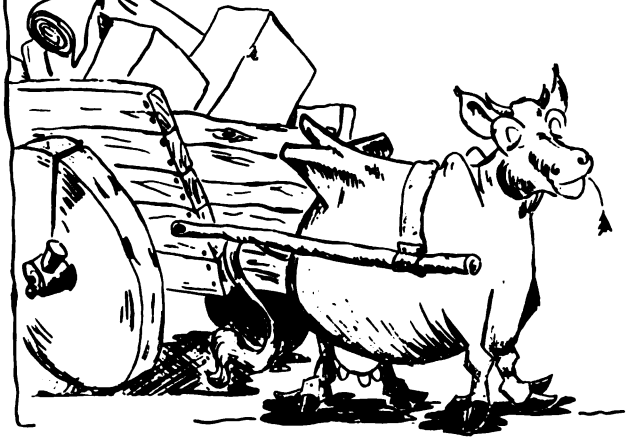
stances civil authorities, he must act as a kind of mediator. All too often he will be called upon to arbitrate between the desires of the military and the ability of the commercial industry to satisfy these desires. Simultaneously he must comply with various State and federal laws as well as Interstate Commerce Commission regulations. The astuteness that he possesses will enable him to arrive at recommendations that will satisfy each area's interests.

The ITO must also be compassionate. By employing empathy, the ITO will be better able to understand the problems of his customers. Probably in no other area than in relocating the dependents of our military men, along with their household goods, are compassion and empathy so important. I feel the ability to recognize their desires and to accommodate them is very important, particularly when the soldier-father has been assigned to combat duty in Vietnam.

This is not the case only because the wife and children are upset, but more importantly because the well-being of the soldier-father must be considered. If he is completely satisfied that his family is being well taken care of, he can perform his duties much more effectively. The peace of mind enjoyed by a soldier in combat can be his most effective weapon and his finest armor. Consequently, he is less likely to suffer combat injuries, to be captured or possibly killed.



Cartoon in Mrs. Truelove's office was a tongue-in-cheek award for her performance as ITO. Caption reads: "We use nothing but the finest, most up-to-date equipment and packing methods to move your household goods."

Mrs. Truelove counsels a departing officer, LTC Hugh on what he must do to ship his property to his next

Obviously the ITO must be a hard exemplary individual. He should insti staff positive ideals and a desire to their every effort. Pride in one's w a sense of real accomplishment can pro finest service and the complete suppo administrator's workforce. Without th hearted support of his workforce, could not succeed in carrying out his Today's work force is better educate intelligent, more inquisitive and more dent than in the past. The raw mate there. All that remains is for the IT ganize this work force into a smooth- unit. Pride in one's work can be a n this all-important end.

These intangible attributes are words or unattainable dreams. They They are the tools of the master c without which he cannot function in efficient manner. A transportation offi be knowledgeable on the national tra tion policies, military regulations, co rate tariffs and the command structu Department of Defense, but unless he the intangible talents mentioned, he would fail to meet the standards of standing ITO.

While the pronoun "he" has been co used here, the ITO need not be a m present ITO at Fort Bragg is a very and efficient lady, Mrs. Marcelle F. completely dedicated to her job.

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RMY WAGONS,

agon on display at the Army War College, Fort McNair, Washington, D.C.

ESTWARD HO!

by Michel R. Scott

Nothing helped more to open up the country and establish links between the East and the undeveloped lands west of the Missouri than the mule- or horse-drawn wagon. Overland transportation west of the Missouri was slow, dangerous and undependable during the years before and immediately after the Civil War. The Army played a major role in the development and improvement of the wagon as a mode of transportation.

Standardization of containers was an important consideration of the Army then as it is today. According to Quartermaster records the wagon body had to be "straight, three feet six inches wide, two feet deep, 10 feet along the bottom, 10 feet six inches along the top, sloping equally at each end. . . . The outside of the body and feed trough to have two good coats of white lead, colored to a blue tint; the inside of them to have two good coats of Venetian red paint; the running gear and wheels to have two good coats of Venetian red, darkened to a chocolate color; the hub and felloes to be well pitched instead of painted, if required. . . . Each side of the wagon body to be marked U.S. and numbered, each wagon to be marked with the name and residence of the maker. . . ."

To be included were "an extra king bolt and two extra single-trees." Official records stated that the mules loved to munch on the front edge of the tool box fastened to the wagon, and that it was necessary to use "a strap of three-eight inch iron around the box one-half inch from the top edge and one inch near the bottom, and two straps, same size, on the lid near the front edge" to prevent unauthorized destruction of Government property.

By the end of the Civil War an Army-developed wagon, based on the Conestoga pattern, appeared, incorporating a ratchet-type brake. It was considered the ultimate development as a personnel and goods carrier.

Army wagons were used to

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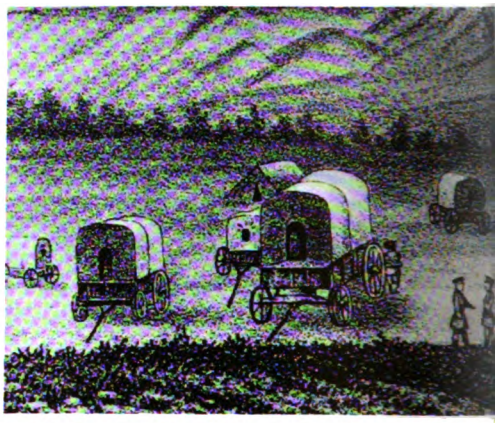
An Army family on a PCS move.



Soldiers and settlers journey through rugged terrain to open America's West.

Calamity Jane

haul men and supplies to the new forts under construction, while the commercial transportation industry provided "freighters" to supply the larger posts under construction. The wagons not only served to carry men and supplies but also distinguished themselves as rolling "armored" personnel carriers. Their stout wooden sides served as protection against the arrows let loose by the Indians.

By the 1870s the Conestoga-type wagon began to give way to a four-horse or four-mule wagon which later was called the "Army Escort Wagon." It was more compact than its predecessor and featured three extra seats, on springs, that could be placed inside the wagon bed to make it a personnel carrier when needed.

The Army Escort Wa
tinued in use until the e
horse-transport period,
service in the Spanish A
War, in General Pershin
tive expedition against
Villa, and even in Worl

Throughout the pe
which horse-drawn p
and cargo wagons we
teamsters had to be a t
hardy lot. Some of the
were soldiers, others w
ian employees of the
Among the latter was
Canary, later known as
Jane. She was able to c
ration of booze and
Army mule team into
well as any teamster o
until it was discovered
Canary" was a woma
man!

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TO'S HOTLINE

IERIZATION – A BOON FOR NEWSPRINT

int for Stars and Stripes, Japan, is now shipped from Pacific Northwest ainers instead of break bulk. In response to complaints by the Stars ripes concerning extensive damage to rolls of newsprint shipped by the tow method, WAMTMTS inaugurated the use of containers for this type of Since the start of shipping in containers, newsprint is arriving in condition. The condition of shipments received has resulted in a lack age space at Yokohama and a hold was placed on shipments for February, and possibly April. This could mean a savings of approximately one third unt of newsprint previously required, in addition to savings on terminal g and ocean transportation costs.

ALUATIONS NEEDED

s continually engaged in passenger carrier performance surveillance, depends on the ITO for a complete evaluation. ITOs see that ual passengers receive DD Form 1341 (Report of Commercial Carrier er Service).

ATION OF DESTINATION ITOs

ITOs should remind both service members and carriers of their ibility to notify destination ITOs upon their arrival at destination. to do this creates a confusing situation that leads to excessive increased hardships on the service member, and exposure of the member's l property to additional damage.

ED AIR SHIPMENTS

s air shipments arrive at Aerial Ports of Embarkation which do not he shipments' final destination. For guidance ITOs should consult US Outbound Channel Cargo Airlift Terminal Locator, AFM 75-2, Chapters 02 or contact the appropriate clearance authority listed in MILSTAMP, 0.32, Appendix D.

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TO'S HOTLINE

THIS COMMITTEE LIKES TO GO 'ASTRAY'

During 1969, Eastern Area's Astray Freight Committee Program has returned temporarily lost DoD shipments valued at over $4.6 million to the military. The program, initiated in 1966, has 22 individual committees associated wi military installations. Plans for expanding the program include the addit of more committees for the midwest States, more meetings with carrier claims personnel, and educational seminars in the field of damage preventi

DANGER HIDES IN OVERLOOKED PLACES

Fire extinguishers attached to tow trucks or acetylene cylinders that are part of the on-vehicle equipment of a wrecker are examples of items which require T-6 trailer cards to accompany the Transportation Movement and Control Document. Items classified as dangerous must be designated on the T-6 cards that accompany the shipment.

COMMUNICATE ! !

Often when an enlisted man has a personal property problem, the only perso he knows to turn to for advice and guidance is his first sergeant or senio NCO. ITOs should become acquainted with enlisted leaders and work closely with them to provide information and service for the enlisted personnel.

DUPLICATION DOESN'T ADD UP

MTMTS Area Commands report they are receiving duplicate port call requests for movement of Army personnel. Causes may be a result of a change in assignment, travel itinerary, or movement category. ITOs are requested t cancel outstanding port calls that are rendered invalid.

DON'T 'MIS' THE 'SHIP'

Instances are continually arising where shipments are misconsigned. Such shipments result in wasted manpower and excessive use of warehouse space. ITOs should make sure consignment instructions contained in the Trans- portation Facilities Guide (TFG) are followed. To assist other ITOs and t eliminate possible delays in shipments destined for his own installation. the ITO should check his TFG data to make sure it is correct.

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of the four Services will soon receive copies of TRANSLOG for ribution to their ITOs. If an ITO has not received his copy of the June e of TRANSLOG by July 31, he should contact one of the following ribution points: AIR FORCE--Major Lawrence A. Waite, Jr., USAF, quarters, ~~United States Air Force~~, Attn: AFSTP-K, Washington, D.C. 20330; NE CORPS--Commanding General, Marine Corps Supply Activity, Philadelphia, 19146; NAVY-C.O.-Naval Publications and forms Center, 5801 Tabor ue, Philadelphia, Pa. 19120. Army ITOS can receive their copy of SLOG by submitting DA Form 12-4 to the U.S. Army AG Publications Center, Eastern Boulevard, Baltimore, Md. 21220.

SHORT AND THE LONG OF IT

following information must be included on Short Form GBLs as well as on Form GBLs covering shipments of personal effects: (1) Order number and of authority for shipment; (2) owner's rank, name, paygrade, SSAN and ch of service; (3) type of move (Permanent Change of Station or Temporary Assignment) (4) and the abbreviation WD (with dependents) or WOD nout dependents).

CONTAINER PUBLICATION

National Cargo Bureau, Inc., has published a guide for shippers who are ing on the container bandwagon. The pamphlet, titled "Shipper's Guide Proper Stowage of Intermodal Containers with Emphasis on Ocean sport," contains information on container selection and packaging, stowing securing cargo. Typical of its approach to the subject is the following graph:

"You, the shipper, are now stowing the ship--for a container ship is sed of hundreds of small portable cargo compartments and yours is one of Although 'stuffing' has become an accepted term in some areas for the ng of containers, we suggest you look up both words in your Funk & lls. 'Stuff' is to cram full, force in, to fill too full, overload, nd, to force or cram as into a small space, to put in a place of eeping. This is a traditionally seafaring word meaning to put anything for sea--to put gear in its proper place. 'Load' as used by the railroad rucking industries is synonymous with 'stow'. Whatever you call it, " it properly.

pies of the guide can be obtained by writing National Cargo Bureau, Inc., hn Street, New York, N.Y. 10038. The first copy is free. Additional s cost $.50 each, and they're well worth it.

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TO'S HOTLINE

MISSING MTAs CAUSE DELAYS

Many passengers are arriving at Military Airlift Command (MAC) Aerial Ports of Embarkation without their Military Transportation Authorization (MTA), a important travel document. Late arrivals without MTAs who are unable to obtain this document prior to cut-off time (two hours prior to flight time) are replaced on the flight and placed in a stand-by status until a seat becomes available. ITOs should make sure a proper MTA is provided each air traveler prior to departure.

TARGET: TRANSPORTATION SECURITY

A new chapter will soon be added to the Military Traffic Management Regulation (MTMR). Chapter 226, Transportation Security, is scheduled for publication in June. It will establish the minimum transportation security requirements for the protection of sensitive, CONFIDENTIAL, and SECRET cargo shipped by each branch of the military service.

KUDOS

DGSC RICHMOND CONTINUES COST SAVINGS

Compliments to the Defense General Supply Center (DGSC) in Richmond, Va., i its efforts to effect savings through employment of transit privileges. Despite the disadvantage of its location insofar as the transit privilege i concerned, DGSC has shown a continuing increase in transit utilization ove last few years. As a result, dollar savings for FY 1969 amounted to nearl $55,000.

TIMELY ADVICE = $ SAVED

Successful conclusion of rate negotiations for movements of rocket engines from Model City, Niagara County, New York resulted in an estimated savings approximately $18,200 for 26 shipments. Timely submission of the require by Harold Glass, Autonetics Division, North American Rockwell Corp., Ana California, and effective negotiation action by Adolph Mlinarcik of MTMTS was the key to the success of the action.

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TRANSPORTATION IN THE 70's

by
MG Maurice F. Casey
Director of Transporation
HQ USAF

There is a substantial school of thought that the Air Force's new transport, the C-5A, will usher in great advancements in military logistics in the 1970s. This thesis is subject to serious question unless one is prone to believe that the C-5A is a revolutionary devlopment.

While its charcteristics and potential may stimulate ones imagination, it is not likely that the C-5A, in itself, will create a transportation milestone of sufficient import to change the profile of the existing logistics system radically. It is more reasonable to view it as the catalyst that may trigger many fundamental changes in future logistics. More precisely, the development of new transportation vehicles such as the Jumbo Jets and vertical lift aircraft, increased use of containers, the judicious exploitation of unitization techniques and the application of advanced communication and computer systems in combination will result in reorienting and modernizing current logistics concepts.

In total, these developments can create the transportation revolution that could have a profound impact on every phase of the logistics function. They can bring about a new transportation environment if they are properly applied to meeting the logistics support requirement of all the services. However, they have to be molded into a workable system which must be understood and accepted universally if the benefits are to be commensurate with the cost of acquiring the new resources. Logistics managers will have to accept the fact that these technical innovations have to be treated as a unit or single entity and that they should not apply the component capabilities individually if improved logistics support is to be achieved. For example, the capabilities of the C-5A cannot be utilized effectively unless the other elements of the system are there and working. Delays in handling, loading and unloading of materiel because of a breakdown in communications, lack of containers or pallets or the failure to use them if they are available, or the lack of proper materials handling equipment would negate the speed and lift capabilities of the movement vehicle.

Any meaningful appreciation of the nature, scope and significance of these developments can be realized only by assessing their respective characteristics individually and in combination. Of course the first component of the system is the lift vehicle, specifically the C-5A. While it does not have to be characterized as

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a revolutionary development, in the air transport field it ranks in the same position as the jet did to the slower propeller-driven aircraft. Its contribution to strategic mobility can be modestly characterized as being astonishingly impressive.

In recent years mobility has taken on an important role in the logistics field. It has taken on new dimensions in all DoD planning. The logistics profile of the DoD has been and is being altered significantly because of improved lift capabilities, particularly with the acquisition of the C-5A. Forces and resources can now be concentrated at relatively few locations or geographical areas. Fast, flexible and responsive transportation will permit the rapid deployment of the forces and resources to meet mission requirements. Because of the improved capabilities, it is possible to realize large savings through the consolidation of logistics activities at key strategic locations. Since it is possible to concentrate the stores of supplies and equipment at these activities and then move them when and where they are needed, the total requirement for these items can and has been reduced. In the not too distant past, overseas depots carried 60-day inventories on many items. Serious consideration can now be given to reduce stock levels at operational bases to eight to ten days for many items below the high priced category.

A measureable appraisal of the C-5A can be made by relating it to past military operations. For example, during the first month of the Korean operation in 1950, some 120,000 tons of troops, supplies and weapons were moved across the 400 mile span that separated Japan and Korea by ship. Two hundred C-5As could deliver the same tonnage in only 20 days from the United States all the way across the Pacific. Some of the mobility exercises conducted in the past also give us a clue to its potential. In operation "Big Lift" 204 transport aircraft required 63 hours to deliver 15,000 unequipped troops to Europe. Forty-two C-5As could have done the same job in 13 hours. During the crisis in Santo Domingo, 300 aircraft were required to deliver our forces there . . . 50 C-5As could have done the job in six hours at less than half the cost.

This aircraft represents a quantum improvement in every aspect of airlift—take-off and landing performance, payload, range, navigation, all weather capabilities, and ground handling. Because of its design characteristics, it can operate into countless numbers of airfields around the globe with minimal ground support. This decreases our dependence on costly terminal facilities and the requirement for depots and large depot stocks. Coupled with technological advancements in unitization and the selective use of containers, costly redistribution complexes will not be required in overseas areas. Essentially, we will have a true source-to-user concept with all the inherent advantages of speed, security and flexibility. Highly responsive and direct airlift support also opens the door for reductions in combat support forces.

The payload potential of aircraft, however, precipitates certain operational problems. Essentially, the C-5A is a volume airlift vehicle and it is this aspect of its operation that will require a new approach in forecasting requirements, scheduling service, packaging, processing and handling of the materiel. Essentiall will require a reshaping of the existing distrib function to accommodate the high volume air log potential. The efficiency of the system will de primarily on how well we forecast and generate quirements, what packaging techniques we utilize, expeditiously we process and handle the materiel how we control the flow of materiel into and be the airlift system.

Our experience during the buildup in Southeast provides a good insight into what happens when distribution system is expanded from a low to a volume operation. Although the Out Surface C bilities were available and the trans-Pacific move was effected over an extended period of time, we perienced gross deficiencies at the entry points be of the inadequacies of the traditional processing, aging, handling, control and receiving techniques. lar problems were experienced in the forward a Every intransit point and storage site experienced cessive congestion with the thousands of indiv shipments that were delivered by air and sealift led to considerable loss, delay, damage and pilfe of vital supplies and equipment.

The Vietnam experience underscores my th maximum benefits will be realized from high s and high capacity vehicles only if we have fully grated packaging, handling, and control technique complement the hardware. The world-wide trend inter-modal container/pallet movement is the promising development toward achieving the high pacity, fully integrated distribution systems.

When large containers and pallets are used to maximum from source to user, they become the th that ties storage, packaging, handling, documenta control, carriers and receivers into a common sy with a tremendous potential for improved logist lower cost. Much faster service and lower cost already being realized with containerized surface m ment. As the highly productive containerships re traditional break-bulk shipping, the overall benefit expected to increase considerably. This same co is already taking hold in the airlift industry, an potential for simplifying and streamlining the air logistic system is very great indeed. It shou noted further that since all air shipments usually as a surface movement, there is a requirement f inter-modal container. The Air Force is cur analyzing the implications of the inter-modal tainers on the airlift system.

In the unitization field, the Air Force has pio the use of the unitization principle to improve m handling. These efforts began as early as the when it was recognized that large transport had to be loaded with large unit loads to keep times to a minimum. By the early 1960s, the Materials Handling System with the nine by sev a half foot pallet as the heart of the system be reality. Until recently, these pallets have been to the Air Force terminal system. Now, effo underway to encourage their use beyond the points to exploit the many advantages of direc modal movement. It is not hard to visualize

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ume airlift operation can be streamlined if l and containerized cargo can be moved the various intransit points with a minimum bulk handling of thousands of individual ship-

ological advances in one field usually generate :ment for improvements in related fields. High ogistics require sophisticated and reliable auto- ystems to insure efficient and timely flow of l, equipment and supplies into the airlift system. of automated data processing (ADP) tech- as been growing steadily in the transportation y person who has been an air traveler for the en years is well aware of the progress that ı made. Fifteen years ago it took hours and es days to get confirmed travel reservations or overseas. Automated systems now make it to secure confirmed reservations in a matter es.

ADP systems in use by the Air Force, and by r Services, are designed to provide the logis- ith management tools which result in more and economical transportation, better com- control and monitoring of traffic during its nt, better transportation mode selection and fective use of human resources. These com- lso make it possible to accumulate, consolidate, d relate data for operations, management and purposes. The range of their application in the tation function is so all-encompassing that it s every aspect of operations from scheduling nd aircraft to passenger reservations, cargo g, requirements collection, motor vehicle main- documentation, etc.

of the basic elements of the new transportation re already in being in various quantities. How- tain support items, such as specialized materials equipment, are yet to be acquired and in some ey must be developed. To the extent that this nt is not available either for general or special- , the capabilities of the basic systems will be d. This is particularly true where the C-5 is d. More importantly and certainly more per- s the problem of securing, training, and retain- erly qualified personnel to operate and admin- system. The C-5 will impose new demands on sportation officer and traffic manager if it is to ed efficiently, effectively and economically. The ng problem, optimum route selection and timely nt of personnel and cargo to meet military mission requirements will test their imagination and skill. In the final analysis, the success or failure of the venture will depend on the human factor.

While the Air Force has occupied itself with developing and acquiring the new systems, fundamental side-effects surface because of the potential or the nature of the technological developments. The C-5A and the container have precipitated considerable thought and controversy ranging from doctrine, concepts, missions and roles to concern over detailed operational problems which are anticipated. The Department of Army, particularly, has devoted much time and effort to assess the impact of the C-5A on the whole spectrum of Army operations. Numerous studies have been made and committees and working groups have been established to coordinate joint Army and Air Force activities where the C-5A is concerned. The Army recognizes that the C-5A does not represent a new mode of transportation and that it merely represents an evolutionary and logical improvement in air transport capability. It does feel, however, that the improvement is of such scope as to require an examination of the Army logistics system to insure that it can be exploited in a manner which will increase logistical support operations.

The Air Force, which has the mission responsibility for DoD airlift should welcome a free and vigorous dialogue on airlift matters. The Air Force should also recognize the incipient as well as obvious doctrinal and conceptual issues that often become the source of fundamental differences at the top level echelons as well as at the working level. These differences can be worked out satisfactorily only by a full understanding of the problem and a willingness to come to terms on a mutually acceptable and beneficial basis with the people who are specialists in the particular area. Otherwise, the initiative will shift to other decision-makers whose perspective or experience may be too broad or too limited to insure the satisfaction of all Air Force requirements.

While no open and obvious problem areas have been identified, certain developments and trends within the Army and the Air Force make it necessary to recognize functional, conceptual or doctrinal soft spots. The most important one, and one which should receive prompt, candid and professional appraisal is the impact of the C-5/Container concept on the future of the Air Force's tactical airlift mission. Collateral problem areas also arise in connection with the interface of the Army and Air Force at the aerial port level. A frank and

Continued on Page 24

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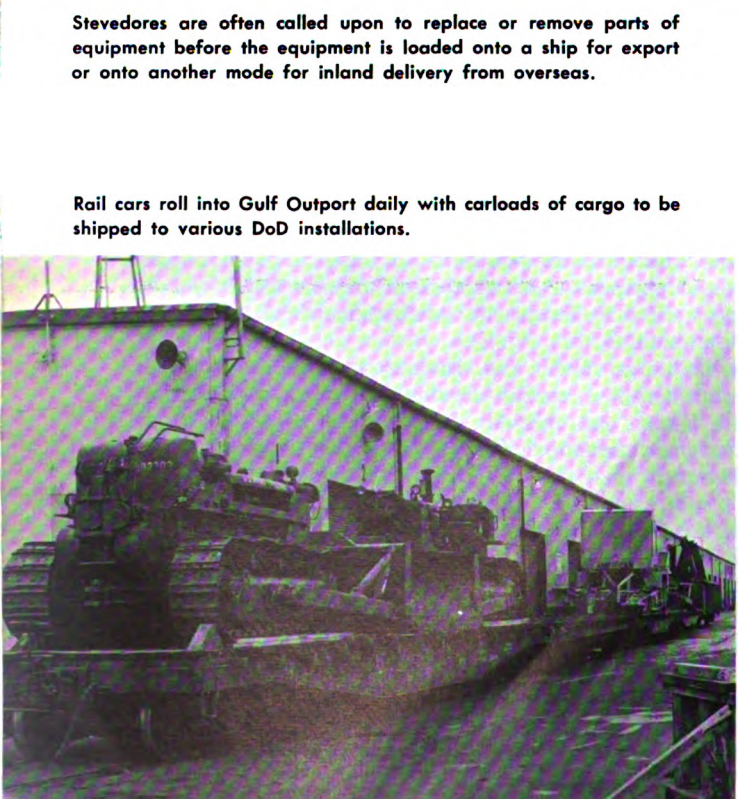
CONVERSATIONS CUT COST AT CRESCENT CITY

Stevedores are often called upon to replace or remove parts of equipment before the equipment is loaded onto a ship for export or onto another mode for inland delivery from overseas.

Rail cars roll into Gulf Outport daily with carloads of cargo to be shipped to various DoD installations.



Informal cost-avoidance conversations, so them worth tens of thousands of dollars, are n between officials of two Department of De single managers for transportation at the tary Traffic Management and Terminal S (MTMTS) Gulf Outport Headquarters in Orleans.

Every Monday, Wednesday and Friday sentatives of MTMTS and the Military Sea T port Service (MSTS) meet informally at Gulf port to solve problems that otherwise would re reams of costly, time-consuming paperwork.

Only recently a typical shipping problem eliminated by the face-to-face cooperation o two. MTMTS officials received a request fro Army Petroleum Center at Cameron Station, ginia, to ship 34,000 drums of diesel fuel single vessel from Gulf Outport to South Korea.

When the MTMTS and MSTS officials beg negotiate the possibilities of moving the ship they learned that MSTS vessels available wer able to carry 34,000 drums. If the shipment w be exported as requested they would have to it by a heavier and more expensive comm means.

MSTS officials told MTMTS that MSTS provide two ships that would hold 17,000 d each. After MTMTS personnel checked with eron Station and the contractor supplying drums to make sure the shipment could be spl the problem was solved with a cost-avoidan over $91,000.

Gulf Outport is under the jurisdiction of quarters, Eastern Area, MTMTS, Brooklyn. It monitors import and export shipments o partment of Defense sponsored cargo throug eral ports along the Gulf Coast, from the Me border to the southern tip of Florida. C Christi, Galveston, Freeport, Houston and mont, Texas; New Orleans and St. Rose, Louis Gulfport/Pascagoula, Mississippi; Mobile, bama; and Pensacola/Tampa, Florida, port monitored by Gulf Outport.

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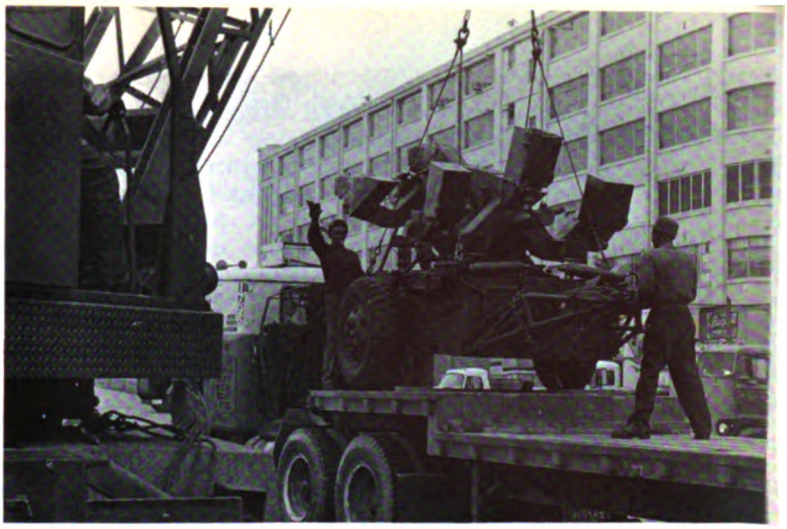
by
r John D. Murphy, USA
)ffice of Public Affairs
HQ, MTMTS



Retrogade equipment from Southeast Asia accounts for many tons of the current cargo going through Gulf Outport. A missile launcher is loaded onto a truck for inland delivery.

enefits derived from the MTMTS-MSTS
are almost impossible to measure in money
saved, but the advantages are easily ob-
ecause of the better service to the customer.
eeting informally on a continuing basis
and MSTS can provide information to each
at would otherwise not be available in-
ously. MSTS officials have additional in-
n on shipping possibilities and the MTMTS
tatives can frequently notify MSTS of up-
novement requests before the actual paper-
ives.

tly MSTS had a ship sailing into Gulfport
partial load. Originally the time-chartered
s to have picked up a load of herbicides
ort. As the ship sailed toward the port
received a notice to put a hold on the
es. An MTMTS official immediately notified
ersonnel of the change. MSTS was able to
e ship to the Mobile Detachment where it
p another Department of Defense ship-
he quick action between MTMTS and
llowed the ship to sail without any loss
ue to the herbicide shipment.

ner, MTMTS and MSTS supply the man-
for the loading or unloading of 40 to 50
r month along the Gulf Coast. It is esti-
nat over $20 million is funneled into the
of the Gulf Coast annually through con-
stevedoring, supply and utility expendi-
l payroll. Contractual costs are principally
doring, but also include security, fumiga-
lumber reclamation.

gh the various facilities along the Gulf
ave changed names over the years, the
facility occupied by Gulf Outport Head-
in New Orleans was originally completed
nd was known as the New Orleans Quarter-
Depot. Under the name of New Orleans
Embarkation, the Outport once had a work-
over 10,000 military and civilian personnel.
MTMTS' organization in 1965, Gulf Out-
th detachments in Mobile and Beaumont,

Between 40 and 50 ships per month pull up to the Gulf Outport docks to either take on loads or to unload imported goods.

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became a part of MTMTS as a subordinate activity of Eastern Area. Immediately after the inception of Gulf Outport, its workload increased to approximately 2.5 million measurement tons per year due to the buildup in Southeast Asia. The present MTMTS staff at New Orleans is made up of 184 civilians, 13 officers and 9 enlisted men.

The export Gulf Outport vessels touch base around the world. Last year Gulf Outport cargo was destined for 76 countries. The three largest recipients were Vietnam, Germany and Korea. Vietnam received more than half of the cargo handled.

During Fiscal Year 1969, approximately 2.5 million measurement tons of Department of Defense cargo was shipped through Gulf Outport. Vietnam received over 1.5 million tons. Europe was second in tonnage received with 218,028 tons.

performed on each POV. Import vehicles mu steamed thoroughly to rid them of snails tha found in many parts of the world.

The continual flow of export and import through Outport is accomplished by using "sub-area" concept of traffic management. concept provides the primary area terminal Orleans) with flexibility to move personnel equipment to detachments to meet peak work Cargo booking, maintenance, processing of ment and similar functions can be accomp from the primary terminal, or by utilizati personnel on a TDY basis. The New Orlean minal provides Marine cargo specialists and personnel to augment detachments as requir

Gulf Outport also plays a key role in the h of military VIPs who often visit the city f for its French Quarter in downtown New O

All POVs imported through Gulf Outport facilities are ste thoroughly to rid the cars of

Because of the slow-down in Vietnam the overall tonnage at Gulf Outport is down from a year ago. This slow-down is not expected to show up in the movement of military personal property through the Gulf Outport. During the upcoming months, from May to October, Gulf Outport will be handling the peak season for the shipment of personal property.

Last summer 16,916 personal property shipments went through the Outport facilities. Of these, 11,033 were import shipments. Included in the personal property shipments handled at Outport last year were 6,698 automobiles owned by DoD personnel. Of the total, 3,976 were export shipments.

Privately owned vehicles (POVs) are prepared for export shipment and inland delivery at the Gulf Outport. Removing of hubcaps and draining of gasoline are among the operations that must be

Gulf Outport Commander, Army Colonel F Wiatt, Jr., is the official Army represent New Orleans. General Sam Manekshaw, Staff for the Indian Army, and Major John Groven, Chief of Staff for the Belgia are just two recent VIPS to visit the New facility. MTMTS Commander, Major Gene ence J. Lang, USA, received a key to the ci visiting New Orleans, indicating the close ship between the city and the Armed Servic

Although the hosting of VIPs and t avoidance and the time-saving chats wit have become routine with MTMTS pers Gulf Outport, it still daily faces the task o the maximum amount of DoD cargo thr most rate favorable port along the Gu Cargo movement is continuous at Gulf Exporting and importing is its business.

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ewsreview

newly-created advisory panel met recently at quarters, MTMTS to discuss problems peculiar mobile home carrier industry. Representatives from the Mobile Housing Carriers Conference, ndent mobile home carriers, the military services, TMTS. The panel discussed changes in MTMTS' ed Chapter 9 of the Personal Property Traffic gement Regulation, which covers mobile homes e carrier's tender of service. Members recom- d an MTMTS/Industry working group be formed ipile a Basic Rate Tender.

***

Society of Logistics Engineers (SOLE) and the orce Institute of Technology (AFIT) have an- d a new professional certification program for d military and civilian logistics managers in the ment of Defense. The program recognizes efforts viduals to increase their educational background broad field of logistics. Qualification criteria for and advanced certification includes courses in s integration, materiel distribution, materiel ac- n, materiel maintenance, and management tech- Some allowance is made for waiving certain onal course requirements on the basis of field nce. Courses are available through AFIT School ems and Logistics, Wright-Patterson AFB, Ohio; Logistics Management Center, Fort Lee, Va.; Management Engineering Training Agency, Rock Ill.; Army Transportation School, Fort Eustis, aval Postgraduate School, Monterey, Calif.; Hq. Materiel Command, Washington, D. C.; and Naval School of Transportation Management, d, Calif.

***

ary Sea Transportation Service reports commit- f more than $51 million to the U. S. commercial g industry during March. Some 90 percent of tary cargo outbound from the U. S. is carried nercial ships. Of the March total, $47.4 million new time, voyage charter, and special project ntracts. The remainder was for extension of ex- ime and voyage charter agreements. As of , MSTS had 172 commercial U. S. flag ships charter. MSTS also moves military cargo on ed liners by shipping coutainer agreements with rriers. Payments to the shipping industry for half of Fiscal Year 1970 totaled $506.2 mil-

CORRECTION

st month's *Newsreview* we announced that the s Seaway opened on April 1. The item should ld "St. Lawrence Seaway." We regret the error.

A Fort Eustis, Va., captain recently challenged the dictionary's authority and won. Capt. Martin Legault, a project officer at the Army Transportation School, disagreed with the dictionary's definition of the word "helicopter," so he pointed out the error in a letter to the publisher. The Merriam Company of Springfield, Mass., agreed with the captain. "We agree," the company replied, "that this definition implies that the primary support for a helicopter is derived from the reaction of a stream of air driven downward by one or more rotors, when in fact, a helicopter is supported in flight primarily by the aerodynamic action of air moving over the airfoils." The publisher said the definition is now being changed.

***

The 6th Military Airlift Squadron, 483rd Military Airlift Wing, was activated at McGuire AFB, N. J., in April. Sixteen C-141 *Starlifters* were transferred to McGuire from Charleston AFB, S. C., to make room for C-5 *Galaxys* delivered there. The new squadron and its C-141s will boost McGuire's *Starlifter* fleet to 55. By October the squadron should have all its aircraft and approximately 400 personnel. An additional 800-member maintenance and support staff will raise the unit's manpower to 1200.

***

The 3rd Aerial Port Squadron has opened its new loadmaster school facility at Pope AFB, N. C. The facility is the only Tactical Air Command school designed for training loadmasters for combat-ready proficiency.

Carl Sundburg, 78, special representative of the National Bus Military Bureau for more than 18 years, passed away on April 12 at his home in Fort Lauderdale, Fla.

Mr. Sundberg joined the bus industry in 1932 with the Gray Line in San Francisco. After serving as a colonel during World War II he worked as a representative of Pacific Greyhound. In 1950 he was selected to represent all the bus owners and bus lines in the Nation in their service to the Armed Forces. Mr. Sundberg helped Government transportation agencies through numerous periods of national emergency, including Korea, the Cuban crisis and the current Vietnam conflict.

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Newsreview

The National Defense Transportation Association has announced the employment of its first handicapped Vietnam veteran under the Operation HANDI-VET program. Mr. R. F. O'Dell has been placed in a transportation job by the Fort Eustis, Virginia, Chapter. The HANDI-VET program, designed to train and place handicapped veterans for hard to fill traffic and transportation positions, is sponsored by the NDTA Foundation. O'Dell sustained injuries in both legs during fighting in Vietnam which subsequently required amputation of his right leg above the knee and use of a brace on his left foot. The C&O/B&O Railroad, a sustaining member of NDTA, gave O'Dell an aptitude test and found that he had drawing ability. He was hired to work in the engineering department of the railroad's Huntington, W. Va., office and train as a draftsman at night.

Edmund F. LeMieux, Director of Systems at quarters MTMTS, was recently presented the Decoration for Exceptional Civilian Service, the Army civilian award. He received the gold rosette and citation certificate for his outstandir formance from March 1966 to August 1969 whil ing as the Systems Deputy Director. He moved the Directors position after the retirement of Colonel James E. Coberly in March of this yea LeMieux's 22-year federal service career has centered in the transportation field. In 1948 he s ized in rail tariffs while employed by the Gener counting Office (GAO), and later was promo freight transportation specialist. When the M Traffic Management Agency (MTMA) became t single manager for traffic management in 19 joined as a charter member, staying with MTMA cessors ever since.

$UGGE$TION$ EARN DOLLAR$ FOR MTMTS EMPLOYEE$

Last year MTMTS employees put their suggestions to work and collected over $14,000 through the Army Suggestion Program.

Army personnel world-wide were paid over $1.5 million for their adopted suggestions in FY 69. As a result of the year's suggestions over $90 million of the taxpayers money was saved.

Up to $25,000 in cash can be paid to individuals or groups for their adopted beneficial ideas. Seven Headquarters MTMTS employees and one former employee have received cash awards since January 1.

Joseph J. Brucculeiri, a traffic management specialist in the Directorate of Inland Traffic, received the largest cash award. He was paid $740 for suggesting the purchase of a microfilm viewer and printing machine for use in Classified Branch, Negotiations Division, Directorate of Inland Traffic. His suggestion is expected to increase efficiency and responsiveness in providing freight classification data to the Department of Defense.

Harold Potter, a former employee, received $200 for his suggestion of including seal numbers in MILSTAMP (Military Standard Transportation and Movement Procedures) documentations which will establish a clear audit trail for assessing responsibility when containers are found to be short of items.

Howard L. Ivy was granted $165 for his suggestion of purchasing carbonless business machine paper for use throughout the command. The paper is used in processing incoming telecopier messages, allowing duplicate printed copies without waste. Ivy is the general communications supervisor in the Directorate of Communications and Electronics.

Thomas B. Becker received $50 for a suggestion which resulted in a change to Army Regulation 55-28. The change allows priority list dependents to designate the day they desire to depart port for overseas. Adoption of this award will improve service to DoD sponsored personnel. Becker is a traffic management specialist in the Passenger Traffic Directorate.

Marion C. Rensberger, Valeria R. Mehr, Billie F. Blankenship and Myrtle S. Mero all received $25 awards. Rensberger suggested that selected MTMTS personnel be trained through short-term ments at the New Cum Army Depot. This trainir provide a better understan the problems encountered day-to-day operations of receiving and shipping inst Rensberger is Chief, Branch, Operations Divisi land Traffic Directorate.

Mehr, a clerk typist in t tary Personnel Division, P Directorate, suggested that pervisors provide mater needed to perform position ments.

Mrs. Blankenship, a traff agement specialist in the Traffic Directorate, suggest MTS procure films to be orienting MTMTS employe films will help the emplo themselves into the transp picture.

Mrs. Mero's suggestion in the elimination of ho dresses of individuals liste MTMTS telephone directory tion of this suggestion w typing, duplicating mats per. She is the Security Officer in the Office of Sa Security.

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JOSEPH ARNOFF EARNS PLAQUE FOR ACCRUED SICK LEAVE

ph Arnoff, Policy and Pro-
s Group, Program and Reg-
s Division, Directorate of
al Property, has accumu-
ver 2600 hours sick leave in
vernment career.

s 27 years of federal service,
noff has worked in a variety
tions. He started as a traffic
:r at the Air Force Pro-
nt District, Chicago, Ill., in
Since that time he has
in succession for the Air
Logistics Command, Wright-
on AFB, Dayton, Ohio as
Freight Branch; Dayton Air
Depot, Dayton, Ohio as the
Traffic Officer; Defense
nics Supply Center, Dayton,
s the Chief, Transportation
; and the Defense Traffic

Management Service, which was to become MTMTS, as Assistant Chief, Procurement Traffic Branch.

Mr. Arnoff's accumulated sick leave means that he was absent from his job on the average of just over one day per year. He is the first employee to earn a plaque under a newly initiated program recognizing those employees who accumulate sick leave over a number of years. An employee earns a letter of appreciation upon accumulating 500 hours of sick leave. Employees accumulating 1000, 1500, and 2000 hours receive a certificate for each step reached. When an employee reaches the 2500-hour mark he is awarded a plaque noting his achievement.

wly formed committee of the National Research 's Maritime Transportation Research Board is ing a standardized system for recording, con- and managing freight shipments. The Panel tary-Commercial Cargo Documentation, headed or General John J. Lane, USA (Ret.), Director agement Services for Consultants International ner commander, MTMTS, is composed of rep- ives from carrier, shipper, military and other nent organizations that have a direct interest o transportation and documentation. General id the MTRB study will provide a basis for ng cargo movements by coordinating military, overnmental, and commercial efforts in the paperwork simplification.

★★★

ry Airlift Command is testing use of gray or ge paint on some of its C-141 *Starlifters*. The nt is expected to reduce corrosion damage. MAC's C-141 wings is participating in a two- program which will provide data required for nent of new military specifications by Air stems Command.

Speedy airlift of vital manpower and supplies in the Republic of Vietnam has become the primary mission of Cam Ranh Bay AB as the 483rd Tactical Airlift Wing succeeds the 12th Tactical Fighter Wing as host unit. The 483rd TAW is the Air Force's only wing of C-7 *Caribou* twin-engine cargo planes. The wing has been headquartered at Cam Ranh Bay since its activation in January, 1967. Four *Caribou* squadrons of the 483rd, flying out of forward operating locations at Vung Tau and Phu Cat AB, will be moved to Cam Ranh Bay AB to augment the wing's 457th and 458th Tactical Airlift Squadrons.

★★★

Brigadier General Otis E. Winn, Assistant Commander, MTMTS, speaking at the first session of the Advanced Management Course which opened April 6 at the Army Transportation School, Fort Eustis, Va., challenged traffic specialists to "question and evaluate everything they are taught in the classroom." He said promotions will go to the man with ideas. "For the traffic manager with imagination and aggressiveness, the opportunities are unlimited," General Winn said.

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VIEW FROM THE TOP

Continued from Page 1

The National Defense Transportation Association, which has dedicated itself to supporting the transportation industry, has recognized these problems and I commend its efforts. The Washington Chapter NDTA recently sponsored an "Under 30" program where young people presented their views about NDTA and suggested measures the Association might take in increasing its relevancy to young members. This was an experimental program, but from it will grow a greater appreciation of the importance of visibility at all levels throughout an organization. I suggest that similar programs be adopted on an industry-wide basis.

Let's demonstrate our interest in young people by giving them important and worthwhile jobs, and by showing them that the path to the top offers both challenge and reward. Only by complete involvement with youth at every level in our organization can we expect to benefit fully from their abilities.

TRANSPORTATION IN THE 70

Continued from Page 17

understanding dialogue must be established w Army on the role of the helicopter in the C- tainer operation. The understanding with the cannot be deferred or hidden under the rug l long. It could hurt us both.

The coming of the C-5 has been heralded. fanfare usually accorded to movie stars, co heroes and football champions. Its advent as Force operational system should be anticipat welcomed. It may be the catalyst which we ha looking for. However, it cannot be accepted operational vehicle and then taken for grant C-5 has in its development generated problems, versies and headaches. I am sure we will h same in developing the optimal airlift system. operational problems can be minimized and more expeditiously, the Air Force will have constantly aware of doctrinal and conceptu culties that lie ahead.

MTMTS CAREER PROGRAM A SUCCESS

A Military Traffic Management and Terminal Service (MTMTS) command-wide traffic management career program for civilians was recently adopted for Army-wide use after a year of successful testing.

The Deputy Chief of Staff for Personnel (DCSPER) designated DCSLOG (Deputy Chief of Staff for Logistics) as the functional chief for the Army-wide traffic management career program. MTMTS will continue with its program on a command-wide basis and accordingly will help DCSLOG to implement the program during the developmental stages.

In late 1967, the Army Vice Chief of Staff directed that "Career programs for civilian transportation officers be considered for Army-wide execution after the MTMTS command-wide program had been and tested for a period of one year."

From June to September of 1968, MTMTS nel staff, under the guidance of Marjorie Mar MTS' Chief of Career Management and Tr started to implement actions that would fully lish the program. They wrote and published a booklet: MTMTS Regulation 690-1; establis orientation program and a career planning boa registered 97 percent of the careerists.

Thus, by September 1968, MTMTS had beco first agency within DoD to establish and op career program in transportation. As a result, M Traffic Management Career Program was sl Army-wide execution.

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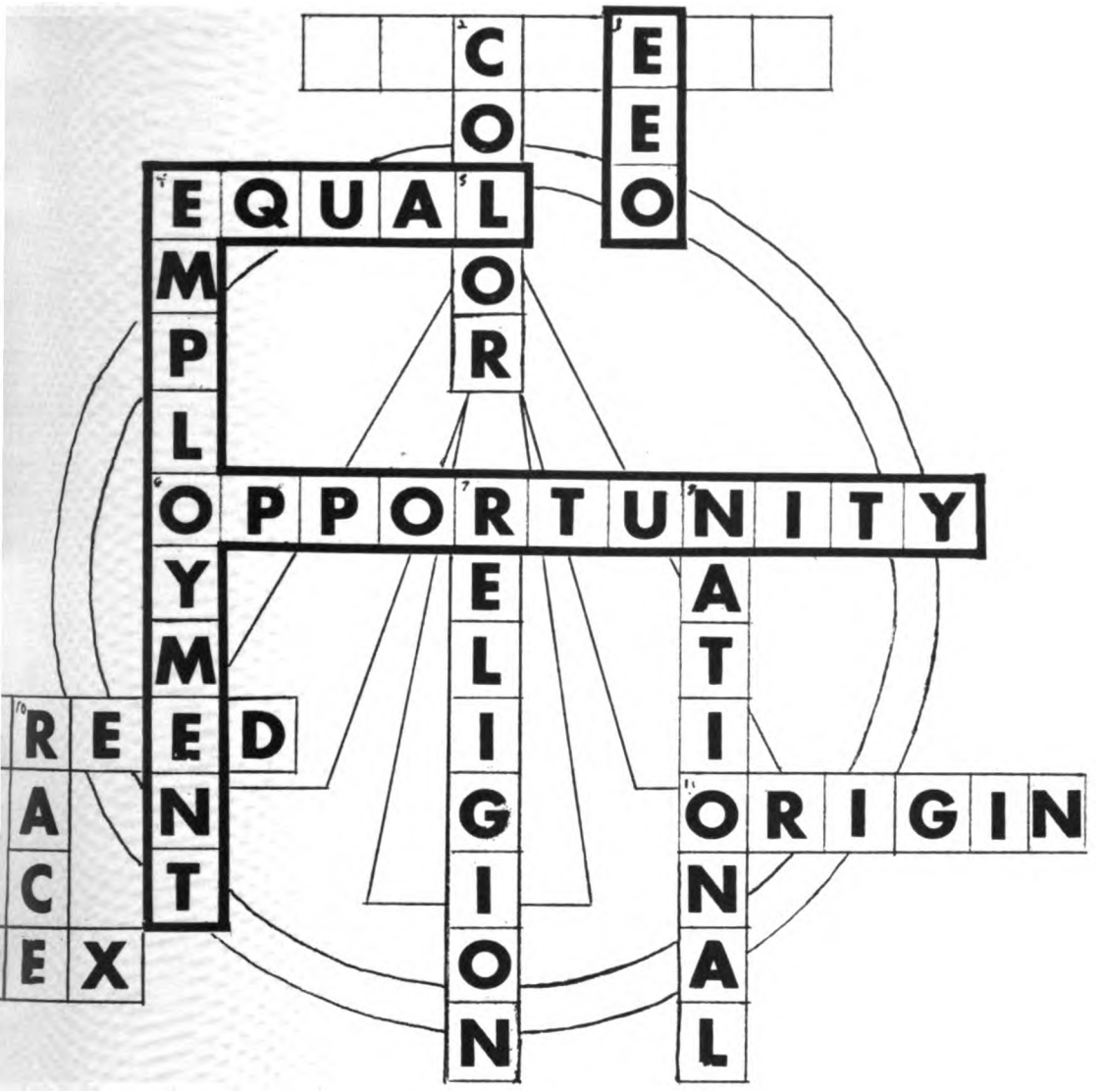

Employment Opportunity is like a cross-
uzzle. Its achievement requires that
nent evaluate and combine all available
s to get a correct solution.
t giving equal thought to all the pos-
wers for a certain word, a person who
o find the correct solution to a cross-
zzle may never be able to finish the

ers trying to accomplish their job in
efficient manner may be "puzzled"
they cannot find the right manpower
on. Sometimes when they have a job
o fill they fail to give equal considera-
the possible means of filling that slot
uzzle.
and ability to get the job done are not
one person or persons. In finding
piece to his manpower puzzle the
manager should avail himself of all the human resources without regard to race, religion, color, creed, national origin or sex. By doing so he will make sure he is getting the right person for the job. This proper selection will benefit both manager and employee.

President Nixon has described the achievement of equal employment opportunity as the most serious task facing the Nation domestically today. He has appealed to all Federal agencies to lead the way in this cause. By doing so the Federal Government will meet with (1 across*). Use your resources! Find the correct solution to the puzzle and see what Equal Employment Opportunity practices will bring for you.

*** Def.—the degree of attaining a desired end; favorable termination of a venture.**

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The Official Magazine of
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TERMINAL SERVICE

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ON THE COVER: General Frank S. Besson Jr., USA, Chair
Logistics Review Board, who is retiring this month after 38 y
ice. Read about his many accomplishments in the field of l
View From the Top on page one.

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VIEW FROM THE TOP

by

or General Clarence J. Lang, USA

Commander, MTMTS

RANSLOG goes to press General Frank S. Jr. is preparing to hang up his uniform. At of this month, retirement will put a period to career that can only be termed "outstand- every positive sense of that grievously over- word.

quarter of a century, the name "Besson" has nonomous with military logistics in general sportation in particular. From December 1943, received his first transportation assignment 3rd Military Railway Service in Iran through nt position as Chairman of the Joint Logistics Board, he has applied his efforts and imagi- ward creating, improving or improvising better ation and logistics systems.

as Director of the 3rd MRS not only won spurs as a transportation manager, but also s skills as a diplomat, as he deftly threaded mong the protocol pitfalls while dealing suc- with the Russian and Iranian authorities. Not tally, his work in Iran also saw him receiving tar as he became, at age 34, the youngest Officer in the Army Ground Forces.

l Besson's reputation as a railroader pre- n to the Western Pacific theater in 1945. A er Japan's capitulation, he was ordered to ge of that nation's railroads and get the ning again. His success is evidenced by the which reveal that the Japanese railroads re than 200,000 troops and 150,000 tons of n the first two months of the American oc- General Robert L. Eichelberger, the CG of Army said of General Besson: ". . . his n of the operation of the entire Japanese during the first year of our occupation was st single factor in the results we attained."

Railroading is only one of the many facets of military transportation that has been marked by the Besson stamp. Early in his career, as a member of the Engineer Board and later as Chief of the Engineers Development Branch, he played a leading role in the development of portable pipelines and steel landing mats. He was an early and staunch advocate of treadway bridges, and is credited with authoring the studies which prompted the Army's adopting the Bailey Bridge.

As the Army's Assistant Chief of Transportation in the late '40's and early '50's, General Besson championed the resurgence of Army aviation as a key element in battlefield mobility. It was also during this period that he fostered the military's interest in containerization. He must get the lion's share of the credit for the development of the CONEX, that ubiquitous steel box that can truly be termed the genesis of today's intermodal container. His interest in logistical support of amphibious operations spurred the evolution of a new family of amphibious lighters (although the Army has seen fit to designate them with the euphonious acronym "LARC," old hands still think of the first and largest of the brood as the BARC—and that stands for Besson's Ark!). Turning his attention to improving operations at deepwater terminals, he introduced the roll-on/roll-off technique and pressed for the construction of RO/RO vessels to support Defense shipping requirements.

His tour of duty with SHAPE, where he demonstrated his genius for planning and developing programs to meet the logistical needs of the complex 15-nation NATO structure; his tenure as Chief of Transportation; and his magnificent performance as designer and first commander of the Army Materiel Command are too well-known to inveterate "Besson-watchers" to need any further embellishment here.

However, there is a side to General Besson that has not been widely publicized—his basic humanity. To those who have been privileged to work closely with him, it is his most endearing—and enduring—characteristic. While General Besson spent most of his career in an aura of high-level decisions, international diplomacy and high-dollar defense budgets, he has retained a down-to-earth concern and compassion for his fellow man: the men and women, civilian and military, who worked with and for him, as well as the GI's whom he viewed as his "ultimate customers." To the legion of people who have valued his guidance, advice and leadership, to the countless thousands of servicemen who have reaped the benefits of his years of dedicated service on their behalf, the departure of General Frank Besson from the Army's active ranks will be felt deeply and universally.

General Besson has never been much of a hand for creeds, mottoes or other aphorisms. Press him to tell you the rule that has guided him during his 38 years in the Army, and he'll reply—with his tongue only slightly in his cheek: "Always do good!"

As he signs out for the last time, we can only give him a final salute and say "General, you done good—always!"

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MOVING th

Ever since the first industrious caveman moved his family to a larger and more comfortable cave, the perils of moving a household have been a part of life. Although great strides have been made in transportation technology since that time, problems continue to exist. The movement of household goods is complex and problems are compounded by human errors by managers, operators, and the individual being moved. These errors are further compounded by the traditional summer season for the movement of household goods.

This peak season, beginning in May and l into September, is a result of most families' tance to move their households while their ch are in school. Most schools operate on a nine schedule which was established when a larg of America's population lived on farms. The school vacation was scheduled during the s months so that students could help their f tend the crops during the growing season. Al the farm population has dropped sharply in decades, the traditional summer school w

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by First Lieutenant John D. Murphy, USA

ilitary family

in most communities. Consequently, most plan their moves for the summer months, ehold goods carriers are hard pressed to demands placed upon them.

e to distribute their workload around the has prompted household goods carriers to es with those who advocate operating the stems 12 months a year. If the schools on a quarter system, allowing some stu- take their annual vacations in spring, and winter, fewer families would move iseholds during the summer months and vice could be given to customers. Because die slowly it is likely that the present th school schedule will be around for some with it the peak household goods moving

imately seven percent of the Nation's 200 ople move beyond their county lines each tary families move much more frequently ir civilian neighbors due to transfers by defense requirements. About 55 per- l Department of Defense household moves during the May through September period. ,000 servicemen will move their household ing this year's peak period.

year's time the Army spends about $123 r the commercial movement of more than rsonal property shipments. The Air Force proximately $147 million for 400,000 ship- l the Navy's 195,000 shipments net com- overs another $78 million. The combined personal property shipments for all serv- ds a million moves annually. An installa- portation officer is the key man in each noves.

ivery of a service member's household l other personal property is the most gment of the world-wide personal prop- ment program managed by the Military anagement and Terminal Service (MT- e member often needs his unaccompanied baggage upon arrival at his new duty station. If his family has to contend with late-arriving, lost or damaged shipments, he may have to buy replacement items immediately, and this can be costly. A delay may force the family to live in a hotel and eat in a restaurant. The service member's productivity is adversely affected and so is his morale. This is why the element of time is so critically judged by MTMTS, and why MTMTS demands that carriers provide the best possible service on every military move.

Anyone can talk about attaining 100 percent satisfactory service, but this goal has always been elusive. Serving the military family is admittedly more difficult than serving the average private citizen. There are a number of reasons why this is so. The private citizen may have months or even years in which to plan his move. Military families often have to relocate on short notice. The service member may receive so little notice that he must report to his duty station ahead of his family and leave the details of getting moved to his wife. Frequently, due to military requirements, the serviceman is not available at the destination to accept delivery. Another contributing factor peculiar to the military is that more than one mode of transportation may be required in getting a shipment from here to there. This is especially true for movements overseas.

Many moving problems stem from the rapid growth of the household goods carrier and storage industry since World War II. This growth took place without commensurate development of the management techniques necessary to insure quality service. Today there are more than 1800 domestic carriers handling Department of Defense personal property shipments. Of these, 98 TGBL (Through Government Bill of Lading) carriers handle export shipments. At the beginning of the current peak season there were 195,000 lots of military members' personal property stored in over 2500 warehouses and some 3,000 storage-in-transit facilities.

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During the peak period the carrier industry is hard-pressed to provide the equipment and timely service required for the movement of military members' household goods. Qualified labor is hard to find. During the remainder of the year the industry must survive on a low volume of business. The military installations also must augment their transportation office staffs with temporary employees during the peak season.

Despite these problems the performance of household goods carriers has been generally on a par with that of other common carriers. A recent independent survey revealed that only about 15 percent of 500 civilian families moved were unhappy with the service they received.

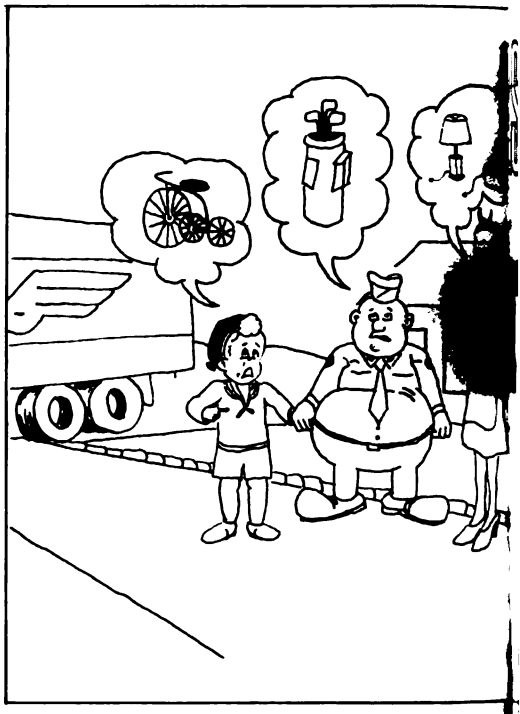
Many potential problems for military families facing transfer can be solved or avoided by a high degree of empathy on the part of the installation transportation officer. He is the member's contact prior to the move. An important part of his job is planning with and counseling the member. He then must assure that the shipment gets delivered to the right place at the right time and assure proper receipt, inspection and quality control at the destination. In planning the shipment, however, he must assure that the preferred arrival date at destination is realistic, for the carrier cannot be expected to perform miracles. When the service member and the ITO do their jobs properly during preplanning, and the carrier misses the delivery date by several days, the carrier must be held accountable.

For some time now, the personal property moving program has been under study at all levels, including the top level of the Department of Defense. A major assist to MTMTS and the ITOs is the DoD directive issued last August which replaces a large number of earlier directives issued over a period of several years. This directive requires MTMTS to develop standards for the DoD moving and storage program, and monitor the quality of carrier performance. This latter mission includes establishing criteria and procedures to determine acceptability of service.

The directive also charges MTMTS with developing a procedure for traffic distribution which will reward those carriers meeting the standards required by the DoD.

Along with its previously assigned functions, MTMTS must provide an annual evaluation of the efficiency, adequacy and economy of the personal property program at all levels. This review will cover quality of service, cost evaluation, fire safety standards, financial and bonding requirements, qualification and requalification of carriers. MTMTS must also be prepared to provide technical guidance and assistance, including traffic management cost data and statistics required by DoD components.

The most significant effect of the directive on carriers is the change in policy on distribution of shipments which states that "shipment of personal property shall be distributed in such a manner as to reward carriers most fully meeting the standards of service established by MTMTS."



This means that the ITO must give spec tention to monitoring and evaluating the ca service and performance, in terms of timeli pick-up and delivery, efficiency in operation, rity in business practices and the employm uniform procedures and methods. The carri performs well is rewarded with additional bus The carrier that fails to meet the standard possible suspension from the DoD qualificat

In its continuing effort to improve its servi MTS is developing automatic data processi tems to support all of its major functions. ally all sub-systems supporting major f areas will be part of a total management called AUTOSTRAD (Automated System fo portation Data). The sub-system support world-wide personal property program is W (World-Wide Household Goods Informatio tem). WHIST stores information on each sh and measures the efficiency and economy sonal property movements. Although th selects the carrier to haul the shipment, th mation provided to him by the MTMTS co once they are fully operational, will furni needed data to the ITO, making his selectio and more accurate.

Selecting a qualified carrier for every p property movement and assuring that carri formance meets established standards are im to the morale and effectiveness of the militar ices. These goals can only be achieved thro continued cooperation of the carriers, the lation transportation officers, and the Traffic Management and Terminal Service.

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LEASE . . .

by First Lieutenant John D. Murphy, USA

ON'T BREAK THE CRYSTAL

ıe items require special handling and packaging. Antiques and souvenirs from ıntries are common sights to the movers.

The house is a mess. Boxes and other packaging materials are stacked in every corner. Three movers are busily wrapping and packing delicate crystal for shipment. A housewife is wringing her hands with worry, and the man of the house—a combat-hardened soldier—surveys the situation and remembers that he has a vital appointment at the club.

This scene, or one much like it, is reenacted over 200 times daily in the metropolitan Washington, D.C. area.

Every seven minutes a shipment of household goods or unaccompanied baggage belonging to a member of one of the Services either leaves or arrives in Washington. It's up to the personnel of the Joint Household Goods Shipping Office (JHHGSO), Cameron Station, Virginia, to make sure those shipments are delivered to the right address at the right time.

The Cameron Station facility is Army-funded and assigned to the Military District of Washington (MDW). It's one of four similar organizations in the United States. The Navy sponsors an office in the Norfolk, Virginia, area. The Air Force has an office in San Antonio, Texas. The JHHGSO, Anchorage, Elmendorf AFB, Alaska, is funded by the Army.

JHHGSO, Cameron Station, is jointly-staffed by 41 officers and enlisted men and 76 civilians. Army Colonel William R. Henry is the commanding officer.

Pilot consolidated household goods shipping activities (later designated Joint Household

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Goods Shipping Offices) were established in late 1964 and early 1965 at Washington, Norfolk and San Antonio. The Alaskan facility was opened in April 1968.

The JHHGSO concept was designed to save manpower costs while continuing to provide the quality of service that the separate installation transportation offices had provided their military customers.

Combining the household goods effort into one organization offers a distinct advantage over two or more offices operating in the same geographic area. Easily recognizable attributes are the possibilities of consolidating supervision, administration, quality control, the maintenance of distribution rosters and the preparation and handling of shipment documentation.

Prior to consolidation at San Antonio the separate installation transportation offices handled an average of 486 shipments per employee per year. The current workload averages 629 shipments per man. At Cameron Station the number of shipments is up approximately 43 percent since 1965, from over 57,000 shipments per year to more than 81,000 last year.

All the emphasis at the JHHGSO is placed on the management of personal property since this is the only service. This is not the case in a typical installation transportation office. Because personal property is a sensitive matter from the morale standpoint, it deserves the special and concentrated management effort provided by the JHHGSO concept.

Centralizing the personal property responsibility with the JHHGSOs has had a beneficial effect on the quality of service offered by the carriers. The JHHGSO is a big customer to the carriers and it can exert a great amount of leverage on carriers to improve their ser the member.

After the movers have spent two or three days in the house the packed boxes are loaded on to an awaiting van for shipment.

Experienced packers come into the homes and wrap individual items to avoid breakage during the long trip to the service member's new assignment.

Under Department of D policy each approved and fied carrier must recei equitable share of militar fic, but a carrier that do provide top flight service suspension by the JHI Any temporary susp means a substantial loss o ness to the carrier.

The performance of th riers hauling JHHGSO ments is reported by the dual service member and inspectors assigned to the GSOs. The Cameron S JHHGSO has 12 full-tim spectors who go to the ho do spot checks while the is packing and loading. T spector arrives on the unannounced, thus he se carrier operating under mal" situation.

Because of the volume ments handled by the JHI it is impossible to inspect shipment, but the JH concept does allow the insp to concentrate on designat graphical areas. This con tion cuts travel time to i tion sites and increase number of inspections. Wi increase in inspections quality of service provid the carrier likewise inc

The only shipments th always be inspected are that carry the household of a deceased member. shipments require full-ti spection to make sure the ber's family does not suf additional grief that co company a damaged shi The inspectors see that i ual items are packed co to avoid breakage.

The high volume of going through a JHHGS permits consolidation o ments going to a single d tion. Carriers can provide transit time by not ha

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a circuitous route, drop-
ff and picking up other
nts.
GSO offers the traffic
ement advantage of being
le point of contact with
s and agents. This leads
e uniform service with
problems due to varying
etations of policy and pro-
. Penalty actions taken
carriers become more
nt and uniform.

Before the JHHGSOs opened their doors there was fear about a lack of personalized service to the member. The idea of personalized service is continually stressed at the Washington JHHGSO. During the peak summer months an additional 43 military personnel from the MDW and 17 summer hires and aides join the Washington facility. Above all else, these temporary helpers are reminded that the work they do is for an individual or a family. It may even be for a neighbor.

In spited of the apprehensions during organization, the JHHGSO concept was activated and it has survived. The Cameron Station JHHGSO alone influences the expenditure of over $30 million per year. The four JHHGSOs are indeed respected members of the traffic management industry.

AIRLIFT OF HOUSEHOLD GOODS SAVES TIME AND MONEY

SHINGTON, D.C. — A
old goods airlift program
ed last year by the Mili-
Traffic Management and
nal Service (MTMTS)
he military services pro-
fast, timely service and a
ntial reduction in loss and
e claims.
tary members returning
continental United States
US) from U.S. bases in
Turkey, Crete, Libya and
before September 1969
their household goods
d by ocean freight. Ship-
required an extensive time
livery because of infre-
sailings of military con-
cargo vessels to CONUS
hese areas. Consequently,
embers and their families
d inconveniences and
living conditions while
g deliveries.
ty days after the program
MTMTS expanded the
service to include ship-
between CONUS and Ber-
Ethopia, Saudi Arabia,
Congo and the Azores.
airlift program designed
MTS calls for commercial
old goods carriers pro-
all of the origin service
g transporation to a
air terminal. Through
spices of the Military
Command (MAC) the shipment is loaded on a military or contract commercial flight for over-ocean movement and delivered to Dover Air Force Base, Delaware or Charleston Air Force Base, South Carolina. Then the shipment is turned over to the commercial household goods carrier who delivers it to its ultimate destination and provides all destination services.

A shipment which travels from origin to its final destination via a single bill of lading in the land-air-land mode will move about 75 percent faster. Furthermore, this expedited service usually reduces multiple handling of the goods by more than 50 percent.

Cost avoidance is achieved in most instances when the following factors are taken into consideration: (a) the goods airlifted move generally on space-available basis on MAC aircraft. (b) DoD does not incur additional hotel expenses once the family arrives at the new overseas base, since the goods most likely have arrived, and (c) since the goods are not subject to rough handling, a reduction in loss and damage claims results.

One of the most significant savings is the tangible one—the morale of the service member, which is usually very high if a timely and damage-free move of his household goods is effected.

To cite an example of how cost avoidances can be achieved when considering the above factors, a shipment from Fort Hamilton, New York to Lajes, Azores (including surface transport from Fort Hamilton to aerial port of embarkation) would only cost approximately $44.00 per hundredweight, whereas the same move by surface would cost an extra $11.40 per hundredweight. A shipment such as this one would take approximately 36 days by surface versus 12 days if airlifted. (Actually, the transit time is less than 24 hours—the other 11 days include packing and unpacking the goods, pickup from its origin point by the surface carrier and later delivery to its ultimate destination.)

Although at present less than one percent of household goods shipments between CONUS and overseas are moving in this program, preliminary analysis indicates that use of air can eliminate multiple handling and trans-shipments, resulting in lower delivery costs and reduced hardship to military members.

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MTMTS' TIGHT FISTED BARGAINERS

by Second Lieutenant Charles J. Rouse, USA

Tight-fisted accord
Webster means being re
to part with money, wary
expenditures—eagle-eye
cording to Funk and Wa
being tight-fisted is
stingy. The Webster inte
tion is the more appr
when describing the M
freight rate negotiator.

Freight rate negotiatio
the Directorate of Inlan
fic Negotiations Division,
quarters, Military Traffic
agement and Terminal S
(MTMTS), have enable
military services to
spending more than $25
through the first three q
of the current fiscal year.
$7 million more than th
avoidance during the
period last year.

The stage is set for ne
ing when a volume mo
report from a military i
tion informs MTMTS w
to be moved, its orig
destination and the s
date. The Negotiations S
then seeks a basis for r
ing a rate adjustmen
negotiators research S
basis by examining the
library of freight rates
iffs." From these rate
vided by individual car
tariff publishing bureau
may find a lower rate
comparable move.

For example, assum
the Department of Defen
ship a million pounds
rifles from Fort Dix,
Oakland, Calif., and the
rate is $9.00 per
weight. If the tariff ba
veal that a million-pou
of M-60 machine gu
been transported from
to Oakland for $8.50 p
dredweight, the neg
would have a basis
questing this lower r
cause rifles and mach
are analogous com
similar in density and u

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aps a move in reverse
ien made in which M-16
vere shipped from Oak-
Fort Dix for $7.50 per
dweight. The negotia-
ould then have a basis
uesting this rate.

e are many other ex-
of the effectiveness of
rate negotiators. Am-
n and explosives, ac-
to commercial tariff
ions, were formerly sub-
Class 100 rates. This
assification number cor-
ls to a high degree of
/ or danger in trans-
and consequently a high
cause these rates were
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ient of Defense, MTMTS
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Eventually rail rates
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negotiations have re-
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al year.

specific example was a
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in Texas to the Naval
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Nevada, was cut from
) $3.43 per hundred-

MTMTS Negotiations Di-
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A unit train is a mul-
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mits a shipper to move
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rate.

case the Naval Supply
Command (NAVSUP-
1) had to transport 4.7
ounds of 16-inch pro-
from Port Chicago,
the Naval Ammunition
Depot at Hawthorne, Nevada. The original movement plan called for hauling the ammunition as it was received at the port. This would have meant phasing the movement over a six-week period, requiring extra shipments at a higher cost per car and involving less than carload lots in some cases. Following the "unit train" format, NAVSUPSYSCOM consolidated the ammunition at the Naval Weapons Station in Concord, near Port Chicago. The entire shipment was loaded into 61 Southern Pacific freight cars and hauled non-stop to its Nevada destination. The result was a $14,000 reduction in transportation costs.

One management tool that makes freight rate negotiation easier is the Freight All Kinds (FAK) rate. This permits the shipping of a conglomeration of commodities under a single Government Bill of Lading at a single rate, thereby greatly reducing rate negotiating and paperwork in the form of rate classification.

The MTMTS negotiators use every tool possible in endeavoring to obtain the most favorable rates for the movement of defense cargo. Their goal of providing "Service to the Services" in turn provides service to the taxpayer. While the MTMTS negotiators may never achieve the bargainig fame of Peter Minuit, who purchased Manhattan from the Indians for some trinkets and a few beads worth about $24, they will continue to seek and find ways to get the greatest possible value for the Nation's defense transportation dollar.

Traffic management specialist Stanley M. Madland and freight rate assistant Lynda Powers consult rail tariff banks to determine established rate for a DoD freight movement.

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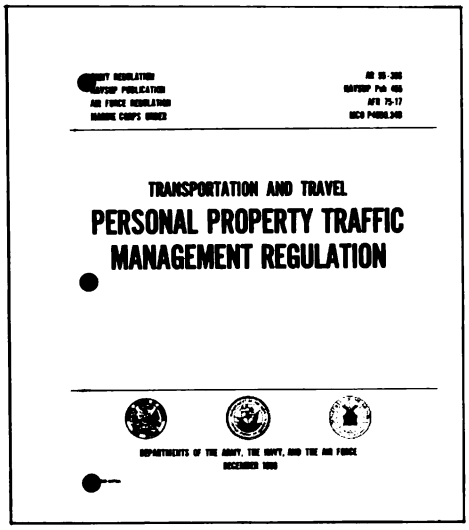
What we do when it's NOT in the book



by
Charles P. Bailey
Directorate of Personal Property
Headquarters, MTMTS

Eighteen months ago a letter came to our office from a small carrier in the State of Washington. The writer complained that six military service members who had been assigned in his community for several months had been moved back to their home station, and because of the way "the book" was written, he couldn't haul their personal property. Instead a carrier from Tacoma had come in to do the job.

As a result of that man's letter "the book"—the Personal Property Traffic Management Regulation —was changed. Now the installation transportation officer for that area can use the local carrier if another move develops there. He can do this even though the carrier isn't in one of the estab geographical areas of operation.

This carrier's problem was typical of many we attempt to solve every year. Obviously book" is not a perfect document that can every problem that arises. Some of the lette receive require only a careful explanation of we do and why we do it. Others present legi complaints and show us ways in which w improve our methods. In this case our corresp had a valid cause to uphold, and we wrote a pathetic letter explaining that we would find a solution.

Our next step was to draft a procedur would work. Obviously we couldn't scrap our of qualifying carriers, since that is the onl to assure that we are using the best av facilities for military moves. The way c are qualified is by inspection, within a geogra area of operation. But we could permit th of carriers whose facilities were qualified fo age. Using this as a base we forwarded a pr to each of the military services, suggesting th of qualified carriers outside the areas of ope when a shipment originates outside the area proposal was approved by MTMTS and the vidual military services.

This brief summation does not begin t the story of the change as it developed. There Congressional inquiries and opposition fro field as well as from segments of the carri dustry. Nevertheless, the problem was re The change was made because of only one letter. It was possible because the Personal erty Traffic Management Regulation is a document. When a change is needed, it changed. When a problem exists, we want t it. We learn about these problems from a of sources.

A plea from the carrier industry resulte change in the procedure for certifying stor transit (SIT) verbally authorized by the in tion transportation officer. The regulation re the ITO to complete and sign a statement forwarded to the carrier to support his lin charges. This procedure caused a delay payment to carriers of millions of dollars i charges. One carrier alone reported over $ in outstanding charges because of this pro We changed the book to require an SIT number, which could only be formulated by th which would support the line haul charges delaying payment.

MTMTS regional seminars, in the Stat overseas, are sources of questions which h ready answers. Usually our representative

Continued on page 22

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TO'S HOTLINE

GNMENT ISN'T LIMITED TO ITOs

gnment of baggage shipments from overseas areas to Installation portation Officers in CONUS sometimes causes delay and additional se. When a large shipment must be broken down into smaller packages it tter to consign it to the owner and mark the Government Bill of Lading elivery to a pack and crate contractor.

R CARE INSURES LONGER WEAR

alized rail equipment can be saved for future use if proper care is by transportation officers at destination. When emptying rail cars ped with load-restraining devices or permanent dunnage, ITOs should this equipment according to instructions provided inside the car. rs should be closed and sealed to prevent loss of equipment while the s in transit to the next loading point.

NING INFLATABLE DUNNAGE

gnee ITOs can avoid accumulating excessive inflatable dunnage by ing up to 200 pounds back to the original shipper at no expense. There onditions to be met in returning the dunnage such as assuring that it is etely deflated and securely bundled. Assistance in this movement is able from MTMTS Area Commands.

AY AIR FARES MAY BE LOWER

ary passenger air rates are not always the most economical to the ment. ITO's authorized to procure transportation from the U.S. and to Hawaii should check the commercial rates. Frequently on weekdays fares are lower than military rates.

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TO's HOTLINE

A QUICK CALL CAN ACCOMPLISH ALL

ITOs can assist one another by communicating by telephone. For example, orgin ITOs can give destination ITOs advance notice of arriving groups of passengers and thereby help the latter to avoid problems in transporting, feeding and housing the incoming passengers.

HELP IN LOCATING MISPLACED BAGGAGE

Airlines in the U.S. and Canada use a Standard Interline Baggage Identification Chart to help locate missing baggage. Each piece of misplace luggage can be broken down by group, type and color to aid in the locating process. By using the Airline's Standard Interline Baggage Identification Charts, ITOs can help military travelers recover their misplaced items.

NEW CONSIGNMENT INSTRUCTIONS

Military Airlift Command has announced a system, called MAC/TGBL, that makes space on their aircraft available for personal property movements to overseas areas. The system uses MAC flights but leaves the responsibility f the move with the Through Government Bill of Lading carrier. This shipping system is just getting off the ground so HQ, MTMTS will keep ITOs informed.

NEW TENDER FOR CARRIERS

A new tender of service for commercial carriers is being developed by Headquarters MTMTS in coordination with the carrier industry. It will expa the current tender and be broader in application. When it is ready HQ, MTM will inform ITOs.

WAREHOUSE INSPECTION CHANGE

A new addition in Change 3, Personal Property Traffic Management Regulation relieves the ITO of the duty of inspecting a warehouse for Storage-in-Trans (SIT) privileges if the warehouse has already been qualified for non-temporary storage. If the warehouse is not qualified for non-temporary storage it has to be inspected before the ITO can approve the carrier's le of intent asking for SIT privileges.

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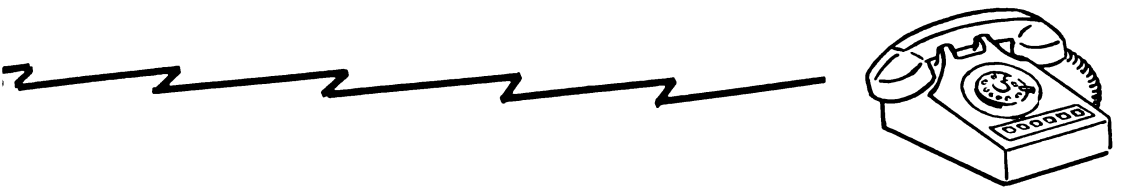

Y AFB ITO CUTS PAPERWORK

Frank E. Dethman, a traffic management officer at Moody AFB, Ga., has ed reduce paperwork at Headquarters MTMTS. He discovered that some iers in his area are needlessly listed on a printout issued by MTMTS. e carriers do not need to be listed because they do not have Letters of nt on file at the base and therefore do not serve that installation. Mr. man's subsequent request was that the carriers involved cancel their ugh Government Bill of Lading rates for Moody AFB.

WEIGHT MEANS LOST MONEY

roads have minimum weight requirements for their boxcars. Failure to meet e requirements when shipping results in additional shipping charges. ITOs g rail carriers should check to make sure the requested size boxcars are and minimum weight requirements are met.

TED INFO ON GTR

latest information on Cost Charge Government Travel Requests (GTRs) can ound in Eastern Area's Traffic Management Information Letter No. 12 d May 15, 1970. This information supersedes procedures outlined in er No. 11.

AN END IS NOT AN END

using the Small Shipments Consolidation program, shipping costs must be all the way to the destination point and not just to the consolidation . ITOs should check their procedures to make sure they are covering the e shipping cost.

AIG LISTING IS IMPORTANT

ou on AIG 8184? AIG stands for Address Indicator Group and 8184 is HQ, Personal Property Directorate's code number. Check and see, if you are n the AIG you will not receive advance notice of changes to the PPTMR.

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TO'S HOTLINE

STUFFING PAMPHLET DISTRIBUTED

Did you get MTMTS Pamphlet 55-2, Guidelines for Stuffing Containers? They were distributed in April. If you did not get one and were supposed to, contact your Area Command. If you want more they will be available soon at Government Printing Office.

FREE SUBSTITUTION NOT PERMITTED

Original carriers must have a shipment tendered and a Government Bill of Lading issued to them before selecting a substitute carrier for a shipment. The orginal carrier is still responsible for the shipment. Details of this requirement are spelled out in Paragraph 4, Appendix A of the Personal Property Traffic Management Regulation.

FRAGILE! PACK WITH CARE

When ITO personnel go out to inspect packaging methods used by household g carriers they can help customers by assuring that the carrier uses one of two methods endorsed by the American Movers Conference for packing glass a stemware. These are the "cell pack" and "cell wrap" methods. Cartons packa by these methods can withstand more weight with less damage to the content than previous packaging methods.

MILITARY MEMBERS TO EAT UP INCREASE

Military members have received an increase in meal ticket allowances effective June 1. The member now receives a minimum of $2.00 for the morning meal, $2.50 for the noon meal and $3.00 for the evening meal.

EXCEPTIONS TO THE RULES

A test now in progress is proving beneficial to ITOs. The Programmed Expor Release System allows the ITO greater autonomy in the use of Standing Rou Orders (sending cargo by predetermined routings) on high priority shipment Giving the ITO more freedom allows MTMTS Area Commands to use the manage by exception principle and challenge only those shipments which appear to be incorrectly consigned. If an ITO doesn't hear from the Area Command within 48 hours his selected routing is acceptable.

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nsit system, an interna-
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l and an interstate van
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Heacox, a GS-12 civilian
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vis logistics officer, who
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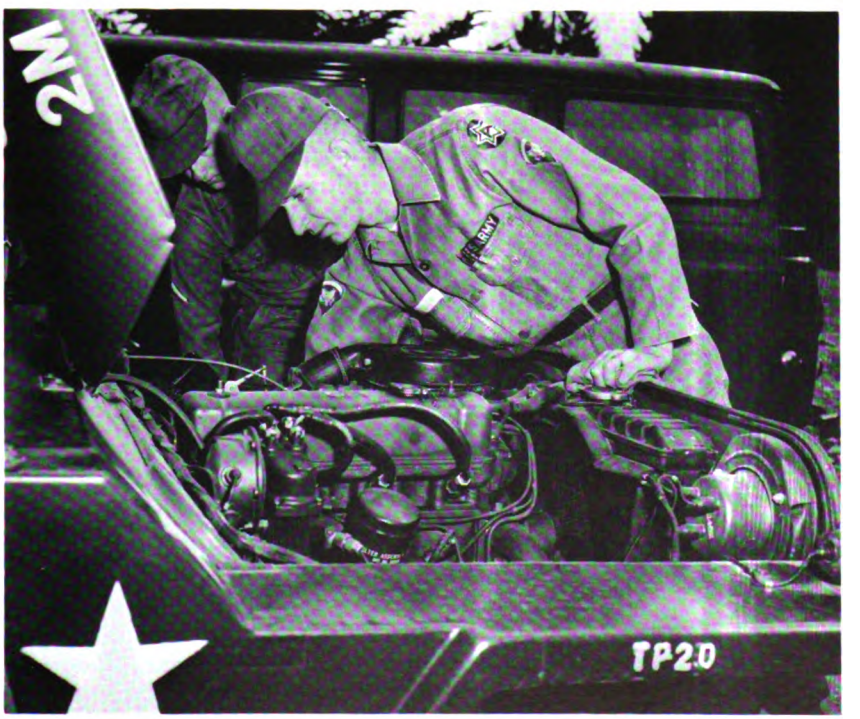
tation know-how to the
of expertise Heacox has
since arriving at the
passenger and troop
t supervisor in 1955.
lso has eight years ex-
in the rail, trucking and
industries.
Army is impressed and
ive. "Heacox is doing a
job in a complicated
that would drive some
od men to the funny
ys Alvus L. Wayman,
the Sixth Army move-
anch. "He has an un-
ility to sort out in-
responsibilities and at
time keep overall con-

Dimensions of the job have been stretched in the past few years as other military installations in the Northwest were closed out and Fort Lewis absorbed all or a portion of their transportation responsibilities. Fort Lawton, in Seattle, was cut back to an Army Reserve District headquarters and designated a Fort Lewis sub-post. Operational transportation needs and staffing of the military travel desk at Seattle-Tacoma International Airport were added to the Fort Lewis task chart. Closure of several Air Force bases—Paine near Everett, Washington, Portland AFB, Adair, Oregon, and Larson at Moses Lake, Washington—tossed dependent travel and personal property shipment jurisdiction into the Army lap.

Despite the expanded mission, Fort Lewis has been able to brighten Sixth Army's Fiscal Year 1970 cost reduction report. "The $96,500 in savings so far puts Sixth Army ahead of its

MOTION WITHOUT COMMOTION

by William Wood



SP5 Charles Moubray inspects engine during roadside check of vehicles by the Post Maintenance Team while the driver observes.

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goal," says Wayman. Fort Lewis chipped in with $54,000 in savings in FY69 and $223,300 in FY68.

How do you save money when inflation spirals the cost of supplies, equipment and labor? Fort Lewis' answer is to consolidate operations, streamline procedures, and eliminate those not absolutely essential.

Arrangements for dependent travel and property shipment once handled by six Army and Air Force offices are now made at two. Until last year when troop packets arrived at Sea-Tac International Airport, 32 miles from Fort Lewis, each man carried transportation requests issued by origin stations. Now these installations send travelers as far as Sea-Tac and Fort Lewis takes over from there, buying the tickets in bulk and having the military desk staff give them out. One accounting replaces many.

Another slash in administrative overhead involved the transportation requests for bus movement of men between nearby McChord AFB, main aerial port for overseas arrivals and departures, and the Personne ter. Special approval wa tained for making them the fact. It's a case of on ing instead of about 50.

Then there was the ' commuter" problem. Daily, sands of basic and AIT s are transported from barra distant training sites, ma commercial bus. Some way to match tickets and was needed. It had to b so troop movements were layed, but foolproof enou satisfy the auditors. He solution: bulk purchas

Bottom left—HOT SPOT—A locomotive mechanic on the Ft. Lewis utility railroad line points out to his fellow workers a spot where it sometimes get hot . . . the journal on one of the four Diesel electric locomotives that run at Ft. Lewis, Wash. The post operates its own rail line. Bottom right—CASEY AT THE CONTROLS —Here's what it looks like inside one of the four Diesel electric locomotives. These ated on the Ft. Lewis utility line. These engines move over more than 33 miles of track on the military installation. Right—BUS COMPANIES contract to haul troops to and from Ft. Lewis. Here Commercial buses fulfill an obligation to bring a California National Guard unit to the post.

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. Each week troop passen-
unt is verified and the
umber of used tickets re-
to the bus company.
Yakima Firing Center,
ewis' 267,000 acre sub-
st of the Cascades, is a
nner's delight, providing
le open spaces necessary
ctice with high velocity,
nge weapons. But it's 150
rom Fort Lewis. Each
e 3rd Armored Cavalry—
with the 212th Artillery
comprises a 6,000-man
committed "Reforger
—sent one of its three
ns to fire tank gunnery
r undergo training tests,
of heavy weapons had to
ed on flat cars for a
ound trip.
px convinced commanders
ey could accomplish the
using only one squad-
equipment, shipped to
g center and used in turn
others. Along with the
t saved a lot of wear and
the 55 flat cars that are
he post's railroad rolling

ands of dollars more
immed from the bill for
ammunition to the firing
and bringing back the
brass. Formerly con-
to commercial freight
it's now moved by mili-
cks with unit drivers.
e post motor pool, main-
red tape was slashed
d for large inventory of
t frequently used spare
iminated. Dealers were
ed to consign fast-mov-
ns like fan belts, spark
d point sets to the motor
ow mechanics get them
e counter and suppliers
eck for the month's total

nissions show up to tax
nuity of the man in the
nsportation driver's seat.
trickle, the flow of
leave" soldiers (travel-
paid, mid-tour leave given for extending Vietnam service) has reached a 25,000-man per year rate. And more and more of them are putting down places in far-off Europe as destinations.

From McChord AFB they zip through four processing phases that include arrangements for subsequent travel. Helping them zip is a post transportation job.

McChord's proximity also creates "spill over" business for the Fort Lewis transportation team. Units return from overseas with orders for further travel by commercial air. Some are billeted briefly at Fort Lewis, others don't walk beyond the Military Airlift Command passenger terminal. All require assistance from the transportation staff.

The start of troop draw-down in Vietnam last summer multiplied this mission, and it could continue to grow.

"No funds" troopers pose a special problem. They are the servicemen on leave who check into a Northwest military installation with insufficient cash to get to their home stations. Fort Lewis buys their tickets and bills finance officers at the duty stations. The exercise was repeated a few thousand times in the last year.

Statistically, Fort Lewis trip-ticket totals are the kind that confound computers.

Personnel Center. More than a million men processed so far. Military traffic accounts for 35 percent of the current Sea-Tac passenger flow.

U.S. Army Training Center. Over 200,000 trainees graduated since 1966. Buses and trucks made about 300 trips daily to get them to training areas.

Reception Station. Going into 1970, 163,000 men processed. Most had to be transported from Sea-Tac, plus local transportation needs met.

Personal Property. Three post transportation sections and a branch at Fort Lawton, staffed by 130 soldiers and civilians, serve a 49-county area of Washington and Oregon. It means dealing with 106 van carriers, 195 agents, nine packing and crating contractors. Some 400 warehouses are used, 240 of them for long-term storage of 4,000 lots of household goods. In 1969 about 30,000 household goods moves were performed at a cost of $19 million.

Travel. Over 28,000 requests and 416,594 passengers processed in 1969. Cost: $14 million. Five unit moves. Price tag: $356,196. Freight shipments. 13,527 at a cost of $442,273. Nearly 3,000 railway cars moved in and out of Fort Lewis. Warehouses bulged with 3,503 tons of baggage. Local moving cost: $299,450 for packing, crating and drayage.

Anytime the transportation officer isn't busy with some of the foregoing, he can devote the spare time to a few of the following tasks:

Provide the wheels to keep ROTC going at Northwest campuses; license and supervise the post's commercial taxi and bus service; manage and operate three on-post service stations; operate a driver training school for military members and dependents; provide unit loading plans and control CONEX movements; run a railroad (The Fort Lewis line has 30 miles of track, four diesel electric locomotives, and spots all incoming cars and handles all the other switching jobs); spark an outstanding Zero Defects effort; and jot down additions to this list as they come in.

For all its multiple intricacies, the transportation challenge at Fort Lewis narrows to a simple objective: get motion without commotion. At Fort Lewis and Sixth Army Headquarters they cite Ray Heacox as the man who can do it.

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Newsreview

ADMIRAL BLOXOM NAMED SUPPLY OFFICER FOR ATLANTIC FLEET

Rear Admiral Elliott Bloxom, Deputy Commander at MTMTS for the past three years, departed MTMTS June 5 to become Atlantic Fleet Supply Officer at Norfolk, Va.

During his service as Deputy Commander for Operations, then Deputy Commander of MTMTS, he was responsible for carrying out the operational mission of the command, including passenger management, ocean terminal operations and world-wide direction of the personal property moving and storage program. He played an active role in the expansion of containerization and saw the amount of Department of Defense cargo moved in vans increase from seven to 30 percent of the total cargo exported.

In accomplishing the MTMTS

mission of providing Dol management, Admiral guided the development o new precedures. Significant these were expanded use taxis for movement of sma ments of ammunition and ous materials and the establi of small shipment consol points for air and surface Consolidation of small shi has greatly reduced the c transcontinental freight mov and has appreciably reduced times.

Admiral and Mrs. Bloxo former Margie Allen Hoski reside in Norfolk. The h have three children, M (Mrs. C. F. Shultz of Hot Louisa (an ensign in the Nurse Corps), and Elliott, a in high school.

The potential social impacts of future aviation technology and new air transportation systems will be analyzed in depth by George Washington University for the Department of Transportation and the National Aeronautics and Space Administration. A $221,000 contract was awarded to George Washington University to support part of the Civil Aviation Research and Development Policy Study being conducted jointly by the Transportation Department and NASA.

★★★

Secretary of Transportation John A. Volpe recently announced that AiResearch Corporation of Torrance, California won the contract to design a high-powered linear induction motor (L.I.M.) for a 300 mile-per-hour tracked air cushion vehicle. "This contract represents a significant second step toward this Administration's goal of creating high-speed, intercity ground transportation systems in the next six to 10 years," Secretary Volpe said: "By wedding the tracked air cushion vehicle with the linear induction motor we will have a virtually noise-free, pollution-free 300 mile-per-hour vehicle capable of important breakthroughs in mass transportation," he said.

Efficiency in moving or storing sailors' ho goods and personal property will be rewarded by the Chief of Naval Operations and Naval Systems Command with the establishment of the Personal Property Activity of the Year Award ning the end of 1970, awards will go to the best in each of two classes, based on quantity of sh per year. Judging criteria will be organization, f management, technical skill and management tions.

★★★

The turning basin at Newport News, Va., h expanded to accomodate large Class C4 ships. the large ships that can now be discharged the result of the expansion are the *Transcolumbia* *Transcolorado*, two heavy lift dry cargo vessels e with three 120-ton capacity booms. These shi greater single-lift capacity than any of the othe in the U.S. merchant fleet when using two b tandem. The port also handles Sea-Land vessel can discharge up to 4,000 short tons of cargo in 226 truck-trailer vans. A Sea-Land ship ca discharge, backload and sail within 24 hours u modern facilities at Newport News.

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mer helicopter pilot now enrolled in C-141 transition training at Altus AFB, Okla., re- e Medal of Honor, the Nation's highest award , in a White House ceremony May 14. Captain . Fleming shared the place of honor with 11 /icemen who received the award for "conspicu- ıtry and intrepidity in action" from President leming was aircraft commander of a UH-1F helicopter near Du Co, Vietnam, on Nov. when he went to the aid of a six-man Special .trol in danger of being overrun by the enemy. he knowledge that one helicopter had been by ground fire, the captain descended and his aircraft on a river bank with the tail ıging over open water. The patrol was unable him. He withdrew and returned to repeat his in the exposed position. The windscreen was h fire as the patrol climbed aboard. Gunners r weapons with one hand while helping the rets aboard with the other. Captain Fleming to hold the helicopter suspended above the the last man was aboard.

A C-47 squadron nicknamed Antique Airlines at Tan Son Nhut Air Base recently chalked up its 100,-000th accident-free flying hour to set a record in the Republic of Vietnam.

★★★

The 146th Military Airlift Wing, one of the first Air National Guard units to join the Military Airlift Command has been transferred to the Tactical Air Command. Headquartered at Van Nuys, Calif., the 146th and a sister wing—the 133rd at Minneapolis— were flying F-86 *Supersabre* jets in 1960. With their transition MAC, both wings switched to C-97 *Stratocruisers*. Six squadrons, three from each wing, made the switch from fighters to the big cargo transports. On October 1, 1961, 19 months after conversion, the 146th and the 133rd were called to active duty. The 146th with two squadrons based at Van Nuys and one at Tulsa, Okla., flew more than 25,000 accident-free hours during its 11-month active duty tour. Changing aircraft again, the 146th soon will be flying Tactical Air Command C-130 *Hercules* transports.

KENNETH CHACEY HONORED AT RETIREMENT CEREMONY

ɛnneth Chacey, a veteran ɛars Government transpor- rvice, including four years ıl Assistant for Transporta- gineering at Headquarters , was awarded an MTMTS ır meritorius service during ent ceremony at the head- this month.

hacey is best known among ation engineers for his l effort, despite opposition nerous Department of De- cials and several members ress, to establish a mini- 6-foot vertical clearance for structures along the System of Interstate and Highways (NSIDH). If the tandard had not been ac- ver the proposed 14-foot many of the 60,000 over- the 42,000-mile highway ould have been too low to long range needs of na- fense.

General Frank S. Besson Jr., USA, Chairman, Joint Logistics Review Board and former commander of the Army Materiel Command, recently told Mr. Chacey in a letter:

"The country and the Department of Defense owe you an everlasting debt of gratitude for your foresight, initiative, perseverance and success. Your name should be engraved on every 16-foot overpass and prominently displayed in the front office of every trucking company throughout the country."

Mr. Chacey who holds a Bachelor of Science degree from Ohio Northern University has twice received the Meritorious Civilian Service Award. In 1958 he was awarded the Decoration for Exceptional Service — the highest civilian award of the Department of the Army. He is on the Highway Research Board of the National Academy of Sciences and is a charter member of the National Defense Transportation Association. Prior to joining MTMTS he worked with the Chief, Transportation Engineering Office, Office of the Deputy Chief of Staff for Logistics, Department of the Army.

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The need for traffic management trainees is critical, both in Government and industry. When today's professional traffic managers retire, young people will be needed to replace them. Those who enter this challenging field will find that an interesting and rewarding career awaits them. Transportation agencies which actively recruit and train young men and women for traffic management positions will reap benefits in improved efficiency in the years ahead.

Headquarters Military Traffic Management and Terminal Service conducts a traffic management career program designed to provide trained personnel for its future needs. Under the direction of Miss Marjorie Mays, Chief of Career Management and Training, new employees are recruited and trained in traffic management skills and present employees are provided opportunities for career development.

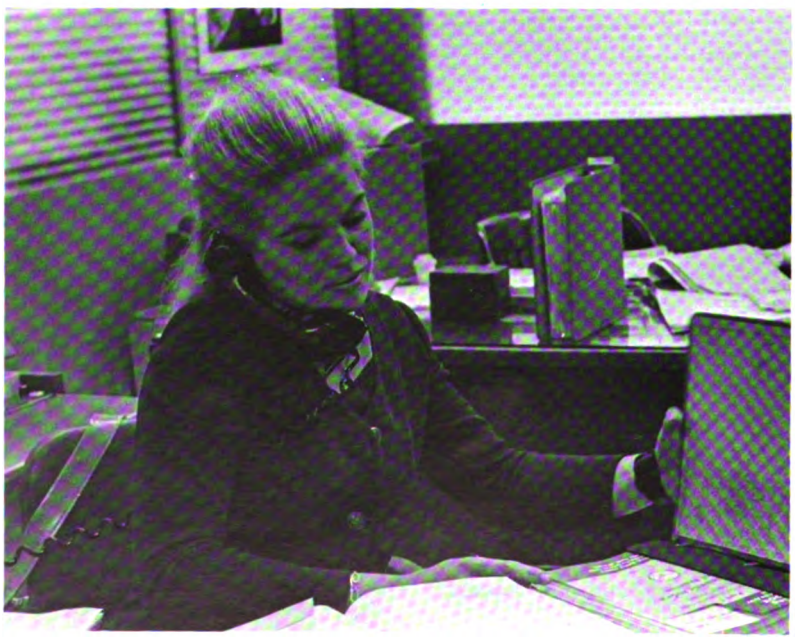
The need for the program stems in part from the lack of transportation courses in most educational institutions. In the 1968-69 academic year only 89 colleges and universities offered degrees in the transportation field. Of 871,742 undergraduate and graduate degrees conferred in that year, only 511—less than one in 1700—were in transportation.

MTMTS obtains personnel for the program from campuses and from its ranks and trains them for management positions. These people enter Government employment with varying grees of preparation, capa and potential for growth training program is flexi permit individual develo toward the executive m ment goal.

Persons newly recruited traffic management caree ally enter Government ser the GS-5 level at a sal $6548 a year. During this period of training they orientation in the basic tions of traffic manag Usually this is accomplis

Training Tomorrow's

TRAFFIC MANAGERS



Dina Vance, left, checks cla items to be shipped from a of Defense installation. Rich above, evaluates motor freig for a study being prepar Government Accounting Offic

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; the individual's job as-
its so he can learn first
ow each functional di-
e, such as Inland Freight
onal Property, fits into
rall traffic management

a period of junior level
, usually lasting one
: careerist progresses to
liate level training, in
ses with a salary in-
) $8,089, the basic GS-7
. this level primary em-
s placed on increasing
nee's technical knowl-
: skill. He can attain the
el after another year, at
of $9,881, and at this
is more or less on his
ntinue his career devel-

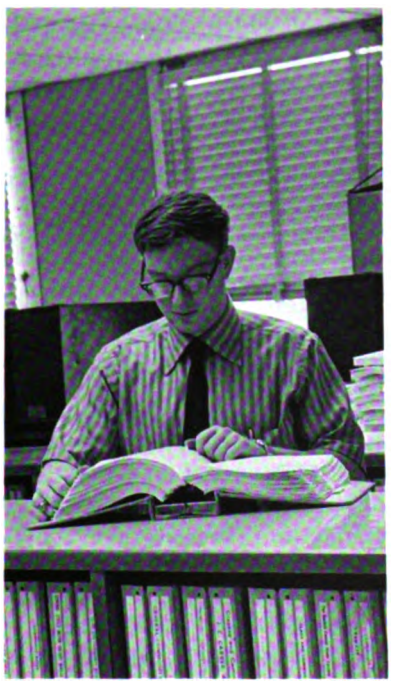
opment in the direction of his choice.

At the senior level emphasis is placed on development of managerial skills and knowledge. The best qualified move on to executive level training. Those attaining the executive level will be responsible for directing the traffic functions of MTMTS and therefore will have been selected with the utmost care.

All these levels of training and the courses in transportation which accompany them are just guidelines for careerists to follow in their rise to the top. They require application on the part of the trainee.

Young men and women who are willing to accept the challenges of tomorrow's traffic management problems are in demand. MTMTS is doing a job that must be done—that of getting involved and providing guidance to aspiring professional traffic managers.

Major General Clarence J. Lang, Commander, MTMTS, has described the problem from which the career program developed. He said, "Let's demonstrate an interest in young people by giving them important and worthwhile jobs, and by showing them that the path to the top offers both challenge and reward. Only by complete involvement with youth at every level in our organization can we expect to benefit fully from their abilities."



t Fourth Class Ronald J. Dettmer

Helping to keep track of the thousands of military passengers moving throughout the United States is a part of Sue Doe's job (left). Here she confirms a travel request received from a military post. Robert Dawson (center) checks motor tariffs for rates to be used in cost studies. Barbara Yarbrough, at right, checks qualifications of a carrier to assure that it is properly qualified to move Government cargo.

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MTMTS ECONOMIES ON THE RISE FOR FISCAL 1970

The Military Traffic Management and Terminal Service (MTMTS) saved the taxpayers approximately $35 million through traffic management economies during the first three quarters of Fiscal Year 1970. The economies represent a 19.5 percent increase thus far in Fiscal 1970 over a comparable period for Fiscal 1969, which resulted in cost avoidances of more than $29 million.

Freight traffic contributed to the largest cost avoidance—more than $26 million—by realizing economies primarily in the area of freight rate adjustments. Cost avoidance for Freight traffic through the third quarter Fiscal Year 1969 amounted to almost $20 million.

In the area of Passenger traffic, cost avoidances resulting from negotiated rates under various Joint Military Passenger Agreements and competitive bidding by commercial air, rail and bus carriers on large group movements (10 or more persons) totaled close to $8.5 million through the third quarter Fiscal 1970. During this period MTMTS managed the movement of 4,546,500 passengers. Over the comparable period for Fiscal 4,901,900 passengers were at a cost avoidance of almo million.

Economies of more than 000 were realized through th quarter Fiscal 1970 in the P Property area as a result negotiations on both domes TGBL (Through Governme of Lading) volume movemen the first three quarters of 1969 economies in this are more than $280,000.

When it's NOT in the book

Continued from page 10

home with a long list of questions, some of which they have answered and which now need verification and perhaps some elaboration. These are studied, researched and carefully worked over, with full coordination within the directorate before the answers go out. MTMTS representatives usually attend the carrier conferences and bring back questions presented there. Those requiring interpretation of the regulations go to our Programs and Relations people. Questions relating to storage go to the Storage Division.

Letters come in from a variety of sources. We get them from major service commands, household goods carrier associations, carriers, ITOs and members of Congress. All are answered with equal candor. Regardless of the source, the MTMTS commander, Major General Clarence J. Lang, receives a copy, as does the staff section best qualified to take appropriate action.

Sometimes we receive inquiries by telephone. If we can provide sound, logical advice immediately, we do so. If the question is too technical, or requires coordination before a decision can be made, we ask for a letter if time permits. If an immediate solution is imperative, we coordinate with our counterparts in other divisions of the headquarters and come up with an answer.

MTMTS and the military services meet regularly in Personal Property Coordinating Councils to discuss traffic management problems. Many of the questions that arise pertain in large part to the Personal Property Traffic Management Regulation. Discussions are held, a decision is m the regulation is changed or clarified.

Military-industry panels permit MTMTS portunity to discuss mutual problems wit sentatives of the moving and storage indu these meetings the carriers' wisdom an knowledge of the total capacity within the i are valuable assets which provide a basis fo decisions.

The solution to most problems is a chang book." Sometimes, however, the answer is there, but hasn't been interpreted corr chronic case is the handling of the DD F (Statement of Accessorial Services Per when the shipment is ordered out of sto transit. The transportation officer must pr certification of the storage period and ve storage control number. This is based u General Accounting Office requirement fo tion of the storage period prior to payment age charges.

When an installation transportation off counters a problem not covered by the Property Traffic Management Regulation. seek help from one of the MTMTS Are mands. Often they can provide a solutio riers should seek answers through their tions. We encourage ITOs and carrier re tives to discuss their problems at seminar questions do get through to us and we a to provide answers. If "the book" needs c we will change it.

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MOBILIZATION DESIGNEES USE CIVILIAN SKILLS TO HELP SOLVE PROBLEMS FOR EAMTMTS

t glance the president of rt-import firm, a post- nd an Internal Revenue ay seem to have little on. Actually they have. reserve officer and a mo- designee assigned to ac- for training with Eastern litary Traffic Management minal Service. They re- days individual training . In the event of mobili- ey will be called to fill ons with Eastern Area. sts become Mob Des of- various reasons. Their ay not be near a reserve ay be difficult for them weekly training meetings; ture of their civilian jobs imilar to that of a Mob ion.

antage of a Mob Des as- is that the officer may aining at his convenience. estriction is that he must he summer. In some in- n officer may request t another command or he to attend an authorized chool in lieu of on-the- ng. He must serve with and at least once every s to maintain continuity anization's Table of Dis-

f the Eastern Area Mob rs fill operational posi- ersonal property, cargo, traffic, freight or field functions. Some fill positions in data sys- curement, legal, supply e.

ob training is given at ers, Eastern Area, MT- Brooklyn; the Military minal (MOT), Bayonne, the MOT, Sunny Point, of the Mob Des officers d to Bayonne where the activities offer the widest experience. Their mobili-

Major Bruce Ilten, USAF, right, Chief, Movements Coordination Analysis Branch, Export Traffic Division, Headquarters Eastern Area, explains new micromation technique for tracing export shipments to Mobilization Designee Lt. Col. Frank A. Wiswall, USAFR.

zation assignments, however, may be at any of the MTMTS terminals or facilities in the 34-State Eastern Area.

Primary purpose of the active duty tour is to acquaint newly assigned reservists with the MTMTS mission and all reservists with the specialized aspects of their military occupational specialties. Through on-the-job training with military and civilian counterparts assigned on a full-time basis, they learn new concepts, procedures and policies in the movement of military cargo and passengers.

Another aspect of the training tour is assignment to special studies. By using their civilian background, the Mob Des officers have produced some outstanding results. They are often successful because they can be more objective than regular staff members who are too close to the problems or lack the time to find solutions. Reservists who work in the transportation industry as civilians are particularly helpful, as they can provide information on the newest methods used in the industry.

At Bayonne, Colonel George J. Lieberman of Chicago, an Internal Revenue officer, and Colonel Wells Hugo-Smith of Cleveland, a charter vessel broker, teamed up to study advantages and disadvantages of the new Card Packet system, which is designed to facilitate the establishment of world-wide standard operating procedures for handling cargo through military ocean terminals and outports. Their findings are expected to set the foundation for a workable method of using the documentation system at Bayonne.

Lieutenant Colonel Erwin L. Becker, of Brightwaters, N.Y., a postmaster in civilian life, has a Mob Des assignment in Military Plans. His work entailed investigating the Vessel Loading Analyst Report (VLAR), a computer print-out which lists manifested cargo. His recommendations have reduced the time required for the VLAR to complete the cycle from documentation so that reconciled VLARs can be available for inventory correction and updating.

At the end of each year's training, most of the officers agree that the problems of military transportation are often identical with those of the civilian industry. Mob Des reservists are proving their usefulness and the program's success by solving numerous problems during their active duty tours with MTMTS.

MOB DES ASSIGNMENTS AVAILABLE

Army Reserve officers qualified in transportation and traffic management and interested in a mobilization designation assignment with MTMTS (East Coast, West Coast or Washington, D.C.) are encouraged to make application to Headquarters, MTMTS, ATTN: MTMTS-PEM, Washington, D.C. 20315 or contact Headquarters, MTMTS at OXford 2-1221.

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MTMTS Command Sergeant Major
Joseph D. Shinners, Jr.

Master Chief Petty Officer of the Navy
Delbert D. Black

A call to echo the thoughts of the enlisted man was stressed to the senior noncommissioned officers of the Army, Navy and Marine Corps and two Air Force representatives when they met at Headquarters MTMTS last month to discuss the movement of household goods during the summer months.

Sergeant Major of the Army George W. Dunaway, Master Chief Petty Officer of the Navy Delbert D. Black, Sergeant Major of the Marine Corps Joseph W. Dailey, Air Force Technical Sergeant Mary M. Morris (representing Chief Master Sergeant of the Air Force Donald L. Harlow), and Master Sergeant Jerome Schoenherr, Airman Coordinator for Personal Property Matters, Office of the Air Force Director of Transportation, were present at the meeting. MTMTS was represented by Brigadier General Otis E. Winn, USAF, A Commander for Personal Property, Head MTMTS, and Command Sergeant Major Jo Shinners Jr.

General Winn told the visiting NCOs th than a half million servicemen will mo personal property during the May throu tember period. About 55 percent of the h goods movements of military families oc ing these months each year.

One of the most pressing subjects discu the lack of communication which appears between installation transportation offic servicemen. General Winn advised the seni to "echo the thoughts of the enlisted men".

TOP SERVICE NCOs VISIT MTMTS HQ TO DISCUSS PERSONAL PROGRAM

Master Sergeant
Jerome Schoenherr, USAF, (left)

Technical Sergeant
Mary M. Morris, USAF (right)

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Sergeant Major of the Army
George W. Dunaway

Sergeant Major of the Marine Corps
Joseph W. Dailey

ıe problem right to the top "where we can ." He assured them that "MTMTS has the ears of all the presidents of the companies siness with."

ıg household goods is not an easy matter. ıber has at least an idea of what it takes to ɔds from Point A to Point B, he will then ɔ register his complaints in the right places ve quick action.

u go among the troops, spread the gospel," :al said.

ɔf the problems that come up during peak nvolve claims. When damages occur, the ıember should file a claim, the NCOs were ırrier is under contract to insure the member's goods up to 60 cents per pound in the continental United States and 30 cents per pound overseas. Sometimes the member is unaware that the Government is a self insurer and will pay him the balance on his claim if there is excess damage. MTMTS responsibility does not include settlement of claims, however members are encouraged to contact base legal officers for assistance.

General Winn said the MTMTS Personal Property Movement and Storage Program emphasizes the best and fastest service to the member and his family.

"We are people oriented," he explained, "and every one of these shipments takes on a personal character with us."

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FLAG DAY-JUNE

"A thoughtful mind when it see
flag, sees not the flag but the n
And whatever may be its symbols,
he reads chiefly in the flag, the g
the principles, the truths, the l
belong to the nation that sets i
American flag has been a symbo
and men rejoiced in it.

"The stars upon it were like
morning stars of God, and the s
it were beams of morning light.
dawn the stars shine forth ev
grows light, and then as the su
that light breaks into banks and
lines of color, the glowing red
white striving together, and ribbi
zon with bars effulgent, so on th
flag, stars and beams of many co
shine out together . . . ."

HENRY WARD

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THE JOURNAL OF MILITARY TRANSPORTATION MANAGEMENT

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JULY 1970

VOL I No. 6

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formerly TRANSPORTATION PROCEEDINGS

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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Major Richard D. Leech .....

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CHECKING CARRIER PERFORMANCE
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TRANSLOG is published monthly by the Military Traffic Management and Termi (MTMTS), a single-manager transportation agency under the Secretary of the purpose is to provide timely and authoritative information on policies, plans, and technical developments in the Defense Transportation field. Readers are enc submit articles, featurettes, photographs and art work. Opinions expressed by c do not necessarily reflect the official viewpoint of the Department of the MTMTS. Address contributions and correspondence to: Editor, TRANSLOG, MTM ington, D. C. 20315. Army distribution is based on requirements submitted on 12-4 to U.S. Army AG Publications Center, 2800 Eastern Boulevard, Baltimore, M Individual subscriptions: $3.50 annually to domestic or APO addresses, $4.25 addresses through the Superintendent of Documents, Government Printing Of ington, D. C. 20402. Single copy 30¢. Unless otherwise indicated, materia reprinted provided credit is given to TRANSLOG and the author. Use of fund publication approved by Headquarters, Department of the Army, 21 March 196

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VIEW FROM THE TOP

by
igadier General Edwin B. Owen, USA
Commander
Eastern Area, MTMTS

I went marching merrily off to Vietnam a back I let my wife handle the family financial uring my absence. So what happened? I ain regained control of the old checkbook. iodically I receive a frantic call to tot up s, reconcile deposits with withdrawals, etc.— ow the story—but don't please, don't press osely relative my financial status at any one

ecific lesson can be learned from this only , and close-to-home, example. By divorcing om the decision-making process, *e.g.*— requirements (expenses) with capabilities I no longer am capable of effecting sound, s and efficient management over a very mestic element.

re are other problems associated with outflow with inflow, the problem alluded analogy. There are also the factors of nd COMMUNICATION; not necessarily in importance. They do, however, reflect associated with the management of, and es for, military transportation requirements. a small, limited checking account is not too grave a problem; control of the billions spent by DoD is something else. But competition for transportation monies within the DoD is a very serious affair. Consider the fact that within the Department of the Army [alone] there is no one element or mechanism in existence to identify, isolate or analyze the actual total cost of transportation utilized by the Army. Only at the end of the year, when all bills are received and totalled, does the Army know how much it spent on transport of persons and things. Transportation is a resource which must be purchased. If we waste money here, there is less remaining to be spent elsewhere. In effect, we are effecting management of a vital resource after the fact and this, of course, leads to a dichotomy. The Commander, Military Traffic Management and Terminal Service is responsible for traffic management within the Department of Defense. He must therefore provide for the most economical movement of persons and things. But the monies which pay for such movement are hidden in programs over which he has no control; first—destination costs are included in procurement costs; PCS movement of military personnel in the Military Personnel budget; over-ocean movement of cargo in another program; and other transportation costs in Army or other Service-wide programs. His goal is to procure the cheapest, yet most responsive transportation available. His efficiency is measured by how well and economically he attains this goal. But other agencies are spending monies for transportation. Others allocate transportation resources. The measure of his effectiveness, on the other hand, must wait until year's end when the books are balanced. Again, the story of two people trying to run one checking account.

Obviously, some reform is needed. We need to identify transportation monies, what they are for, who and what they are to be spent for, before, not after the fact. Only in this way can we provide better, cheaper and more responsive transportation and traffic management to our customers. With so many people fooling around with one checkbook such an objective is difficult to achieve.

The daily newspapers are replete with charges by all and sundry that the military knoweth not what it doeth with its money. If true, should we not communicate to our customers and clients our vital interest in assisting them in economizing before, not after, the bills are paid. A basic causative factor underlying most of the performance deficiencies of, and the overexpenditure of monies for, transportation is, in our experience, found to be failure to communicate in a timely, understandable fashion. A constant dialogue among suppliers, shippers, receivers, and users, all of whom spend, directly or indirectly, varying shares of transportation monies, is essential and integral to economy in military operations. What we save in transportation funds can well finance the new weapon, plane, or vessel of the future.

There are just so many blank checks in the checkbook; let's watch how we use them; let's talk to each other before using them all up too soon. The day of reckoning should be today, not tomorrow.

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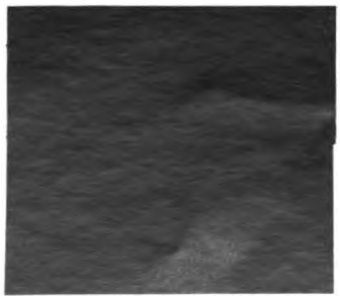
INVENTORY IN MOTION

by
Robert J. Moore
Dictorate of Plans
HQ, MTMTS



In the weeks following I in 1944, top Allied comma in Europe held a varie opinions about which o forces should move when when they should move.

Field Marshal Mon favored a powerful thrust the Rhine using the resour all the Allied armies; G Bradley recommended a thrust by the 12th Army. eral Patton wanted to through the heart of Ge with his Third Army.

General Eisenhower, s preme Allied Commander, in favor of a broad front egy in which all the would move to the Rhine for supply lines to cat then make multiple cro This decision, like many had preceded it, was base the Allies' logistical capab

Logistical capabilities long been a dominant fac determining military su and the outcome of battle wars. A new concept, Inv in Motion, may free strat from some of the most ti some logistic limitations.

Last November, Lieut General Joseph M. Heiser uty Chief of Staff for Log formally launched the D ment of Army Logistics sive with the publication DA Circular, *Logistics Im ments*. The primary purp this on-going offensive is crease logistics efficiency is, to provide, within th strictions of a shrinking b the required logistics supp a minimum amount of time motivation behind this ca is a desire to take maxim vantage of technology, con ization, greater airlift capa and improved computer communication techniques.

Central to the Logistic fensive is Inventory in M This phrase is self-defini means literally "invent motion". Reliance is place carefully programmed tra tation pipeline, not on stocks. The military c will have knowledge of wh

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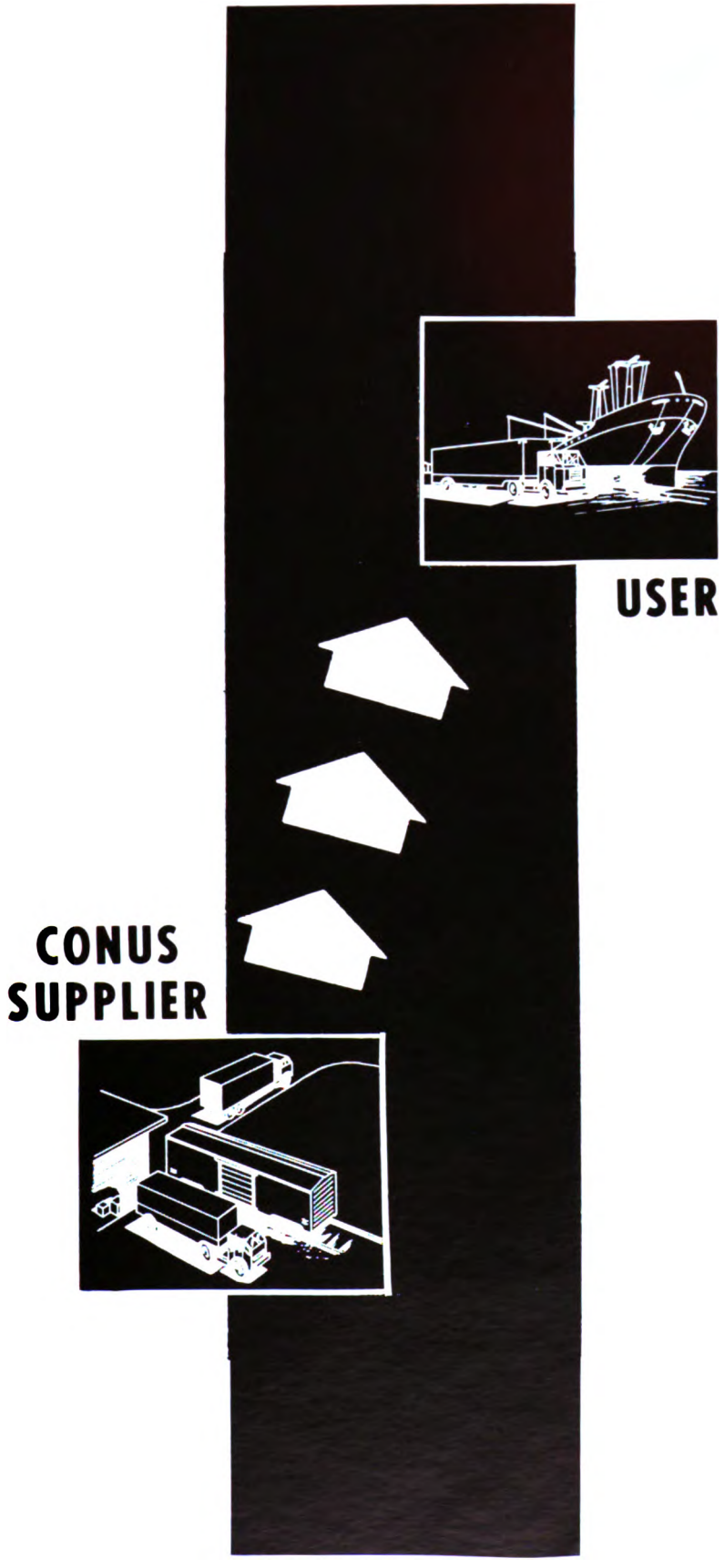
ipeline, what ship or air- is on, and when it will It will revitalize the sup- nagement program and e the requirements for tock levels at immobile tivities in a combat zone. are eight key Inventory on principles. They are reased vertical commod- weapon systems manage- 2) reduction in inter- supply echelons, (3) shelf stocks, (4) inte- of transportation and planning and operations a more responsive dis- system, (5) increased sibility, (6) improved ig and containerization, plicity and austerity in es, and (8) employment ics control officers.

e DoD traffic manager, ary Traffic Management ninal Service (MTMTS) ned with efforts to in- ie responsiveness of the transportation system mprove visibility in the tation pipeline. Through affic management pro- ITMTS is directly con- to the realization of o Inventory in Motion s.

tions taken by MTMTS lite Army project code s directly support the of increasing visibility peline.

rmy has over 4,000 pro- es which are currently to special categories of These project codes are principally for account- urposes, but some re- pedited movement. In , several shipping ac- lid not include project signations on requests rt releases or on the elf. If expedited move- required and the cargo ociated documentation roperly identified with ct code, it becomes ex- difficult to identify the s in the transportation Inclusion of the code ransportation personnel

ontinued on Page 17



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The Canadian Transport Commission

SUPERAGENCY FOR TRANSPORTATION REGULATION

Many Americans are prone to regard Cana
frigid, northern extension of the United Sta
the casual observer of the transportation
the similarity of modes, the American style
ment, and the Canadian participation in U.
rier and trade associations all tend to suppo
view. A closer look will show that this pic
far from accurate.

Canada's transportation industry is both
complex, in terms of transportation need
more simple, in terms of operation and regu

Transportation is essential to all nations.
not necessarily more important to one countr
to another. However, Canada, being a very
country geographically, has had to develop a
portation network to support a rather spar
ulation.

Statistics for 1966 show that for every on
sand Canadians there were 15.8 miles of su
roads, 2.1 miles of mainline railway track a
miles of federally-serviced air corridors. C
ison of these figures with the United States
that the average Canadian supports 11 p
more surfaced roads, 90 percent more railway
and over twice as many miles of airways th
average American. Obviously there is a grea
in Canada to get the highest possible retu
every dollar invested in transportation, whetl
investment is public or private. Awareness
factor led the Canadian government, in Fe
1967, into proclaiming a new national poli
transportation and the creation of a super
for regulation, the Canadian Transport Co
sion.

The National Transportation Act (to u
short title) is probably one of the more imp
legislative enactments in Canadian history
was a piece of legislation almost completely ig
by the Canadian public. Also, interestingly e
it has been generally ignored in the United
in an era when discussion and controversy
transportation regulation is at an all-time

The concept of centralization of transpor
regulatory authority is nothing new or novel
United States. It has been a favorite disc
topic for years. The concept surfaced again
time the U.S. Department of Transportatio
created—it seemed the most logical next step
siderable publicity has been given to the c
in the past year, highlighted by the Nader
on the Interstate Commerce Commission

The most recent positive sign of interest
concept is Senate Bill S.3760 introduced in
May to establish a study commission to consi
feasibility of merging the ICC, the Civil
nautics Board (CAB) and the Federal Ma
Commission (FMC). However, I suspect that
critical national problems place transportation
lation a long way down the list of national
ties.

Prior to the implementation of the N
Transportation Act, Canada, like the United S

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pattern of regulation of individual transpor- modes. The final version of the Act was the of the cumulative efforts of many parties. began in 1958 as a Royal Commission on ortation to seek a long-range cure for rail- developed into a look at the whole problem sportation and ended by recommending that nal transportation policy must take into all forms of transportation. Subsequent on and examination ensued both in govern- id in the transportation industry. The dem- processes of committee examination, lobby- open parliamentary debate also helped to a concept that was not merely political nise but rather a rational approach to the rtation problem.

estingly enough, while the concept origi- uring the administration of a Conservative ient, it was passed during the stewardship vernment of an entirely different political on, the Liberals. The product of both, it tive of the importance attached to transpor- n Canada as well as a sign of political y.

o often legislation expounds concepts while specifics. Happily, the National Trans- n Act, in its first section, enumerated the es which were to apply and established law.

n One states that the Canadian peoples' an adequate, efficient and economic system portation will best be satisfied under com- between the various modes of transporta- tion. This proviso does not preclude economic regulation within a particular mode but it does free the modes to develop their inherent characteristics in order to give the best they have to offer in rates and service in competition for traffic. To ensure this "free hand" for competition, the Act enumerates the following principles:

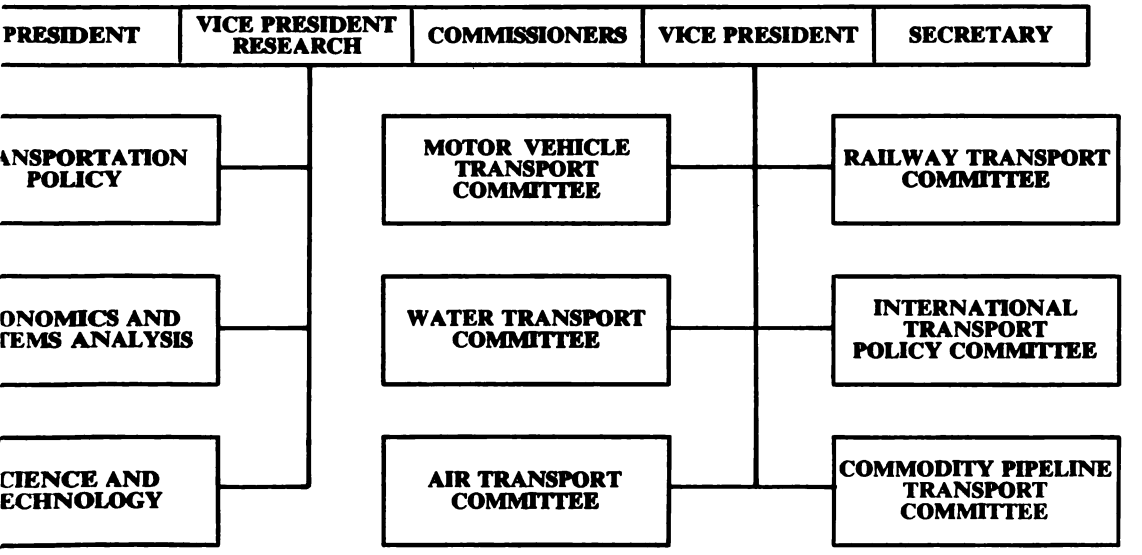
- Government regulation should not hamper this competition;
- Because a substantial proportion of transportation facilities are provided at public expense, each mode of transport must pay a fair proportion of the costs of these;
- Where the government, to satisfy a particular public interest, feels that a requirement must be imposed upon a mode of transport, any losses experienced must be paid by the government.

The obvious objective of these principles is to ensure a competitive environment in which regulation is not restrictive.

In recognition of the variations between regions and between stages of economic development within Canada, the fourth principle provides that transportation rates must not create any disadvantage between various parts of Canada other than the disadvantages inherent in location, volume of traffic, or the scale of operation or type of traffic or service involved, and further that rates must not be an undue obstacle to regional interchange or development or to the export trade.

To implement these principles the Act established new machinery for regulation of all modes of

CANADIAN TRANSPORT COMMISSION



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transport; provided for the first time a statutory basis for regulation of road transport and pipelines (rail, air and marine legislation already existed); and modified railway legislation to conform with the new philosophy.

Implicit in the Act was the separation of national *transportation* policy from national policy.

To translate words into action, the Act established the Canadian Transport Commission. This Commission merged the functions and staffs of the formerly independent agencies of the Board of Transport Commissioners (railways), the Air Transport Board (airlines) and the Canadian Maritime Commission (shipping and shipbuilding). The total authorized membership of these bodies had been thirteen but the new Commission was established with seventeen members. The decision to add the extra four positions took into account the size and the complexity of the new responsibilities of the Commission. It facilitated the appointment of a president and two vice-presidents and added representation for the trucking industry.

The Commission has responsibilities in two general areas. First, it is responsible for the licensing and economic regulation, where appropriate, of all modes of transport under federal jurisdiction. Its second main function is to conduct investigation and provide recommendations to the federal government on the development and administration of policy in all transportation fields. In this connection, the Commission is given the responsibili developing major research activities in sup these objectives. Implicit in this function expectation that Canada will be able to plan for future spending by taking the broadest modal view of transportation.

In actual day-to-day activities, the Com operates through smaller committees of n than three commissioners each: railway tra air transport, water transport, motor vehicle port, commodity pipeline transport, intern transport policy and such other committees Commission feels are required. The com are small enough to handle licensing and reg matters swiftly, and with a minimum of re

yet each is comprised of experts on the pa transportation mode involved. Coordination b modes is obtained since all committees are a single commission and report to one of t vice presidents who is specifically responsi the proper functioning of these committ cases involving two or more modes, the C sion arranges panels of representatives of the committees. Moreover there is overlapping m bership between committees. Additional chec balances include the right of petitioners to review by the Commission of any decision individual committee.

The commissioners are appointed for term not to exceed 10 years, but they may

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for cause by the Cabinet at any time. This
o assures the commissioners a status in be-
that of judges or members of semi-judicial
and that of the civil servants.
'anada, boards and commissions are designed
vide deliberation and independence of judg-
The relatively long tenure of a commissioner
Canadian Transport Commission is another
le of the effort to place the position above
politics and make the Commission truly a
t of the people.
regulatory powers provided for in the Act
iven the Canadian Transport Commission the
to implement and coordinate the long range
)f the national transportation policy. This
area in which there are significant differ-
n the powers of the Canadian Transport
ssion and the ICC.
)nsidering the question of rate regulation,
t was aimed at a greater degree of carrier
1 in the making of rates, subject, generally
g, to controls only over minimum freight
.
example, railway rates may be changed by
ways to meet national or local requirements
prior application and without the time-
ng process of hearings and commission ap-
However, the minimum rate established by
ways must at least be compensatory, *i.e.*, a
t exceeds the variable cost of the movement
affic concerned. To ensure that the railways
ing the same language, the Commission has
er to help define the ingredients of the
costs.
ence, the Act says that freedom in rate
)n is an idealistic goal but we'd still better
me way of ensuring against unfair com-
practices. The obvious aim is to prevent
vays from cutting their prices below their
an effort to attract business and destroy
titor.
)le costs are also used as the main factor
ishing maximum freight rates. This con-
eemed necessary to protect shippers who
ed to rely on railway transportation be-
ey have no alternative mode of transport
to them. These so-called "captive" shippers
)ve that there is no alternative, effective
etitive service by a common carrier, other
railway, to be entitled to a fixed rate.
n the floor of a compensatory rate and the
a maximum rate fixed by the Commission,
ays have the freedom to set freight rates.
er a rate, they need only to file the new
h the Commission. To raise a rate, they
e 10 days notice instead of the 30 days
under former regulations.
gh this theory of rate regulation sounds
is much more difficult in practice. Un-
y, after almost three years of trying, the
)n is still striving to come up with an
costing formula and an answer to the
determination of compensatory rates that will be acceptable to all interests.

The National Transportation Act requires the Commission to carry out certain broad research functions such as inquire into and report upon: measures to assist in the sound economic development of the various modes; economic aspects of all modes; the relationship between the various modes and the measures that should be adopted to achieve coordination in development, regulation and control of the various modes; financial measures required for direct assistance to any mode; and general economic standards and criteria to be used in the determination of federal investment between and within various modes; etcetera.

Many would argue that this function of research, planning and policy formulation is more important than regulation in terms of the long-range development of an integrated transportation system. Indicative of the weight placed on this function by the legislators is that research is the prime duty of one of the two vice-presidents.

Although the regulatory committees are organized on modal lines, the Research Division is divided into a Science and Technology Branch, an Economics and Systems Analysis Branch and a Policy Development Branch.

At present, the Research Division is studying such matters as a transportation policy for the Atlantic Provinces (an area of chronic economic difficulty), containers, the feasibility of recreating a Canadian Merchant Marine, air transportation policy, rail passenger services, grain transportation, the Quebec-Windsor corridor (the Canadian version of the northeast corridor in the United States), user charges, transportation data and data banks, and transportation in Northern Canada. Some of these studies are being done "in house" and others by consultants.

Continued on Page 22

John Whitney Pickersgill, P.C.
President
Canadian Transport Commission

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The Elusive STOL Syste

by

Specialist Fifth Class Daniel A. Hersh

Comptroller Directorate

HQ, MTMTS

As the United States faces an anticipated doubling, tripling, or even quadrupling of air activity in the near future, the need for a better system of air transportation to link our urban areas becomes apparent.

Many transportation pundits feel that the source of the remedy for the major problems within the air travel industry lies in the development of a STOL (Short Take-Off and Landing) System. The STOL aircraft is intended to utilize a runway of such small dimension that the airport can be located within a city, over water, on piers or even on rooftops. By locating the port where the users are, the ground transportation time will be greatly reduced. More important, however, will be the ability of the STOL system to supply transportation for the short haul traveler, thereby diverting these travelers from conventional aircraft and airports, saving the airlines dollars by reducing delays, and saving money for airport owners by increasing the life of conventional airports.

If all this is true, why is the system not in operation? The answer is that neither the aircraft nor the STOL ports are available. The manufacturers have not sold the STOL aircraft, presumably because there are no STOL ports in the metropolitan areas. The local governments have not constructed the STOL ports, presumably, because there are no STOL aircraft committed to production. Moreover, environmental problems exist for the user, the manufacturer, and the port provider. The problem is therefore a lack of coordinated direction and it is this direction that the FAA (Federal Aviation Administration) has initiated.

Recently the FAA published an Advisory Circular (AC 150/-5325) outlining preliminary design and planning criteria for STOL ports. In addition, the Agency conducted a conference with interested governments (local & federal), manufacturers, and airlines to elicit their views on these criteria and performance characteristics of the STOL aircraft. In this manner, the FAA hoped to formulate a comprehensive assessment of the STOL system requirements so that all parties could development.

The preliminary desig teria for the STOL port r by the FAA indicates th will differ significantl conventional airports, differences underscore th for precise planning.

The length of a run conventional airports is imately 10,000 feet—f STOL port, the prelimin terion is 1500 feet. In de ing the 1500 foot lengt FAA considered various offs and opinions within dustry. As the length of t way shortens, the perfo capabilities and operating of the aircraft grow However, lengthening t way results in higher construction costs for d locations. In selecting th foot criteria, FAA has g ed to balance the in STOL port cost against creased aircraft operati thereby achieving the o total system cost.

The glide angle or flig gradient for conventio ports is approximately th

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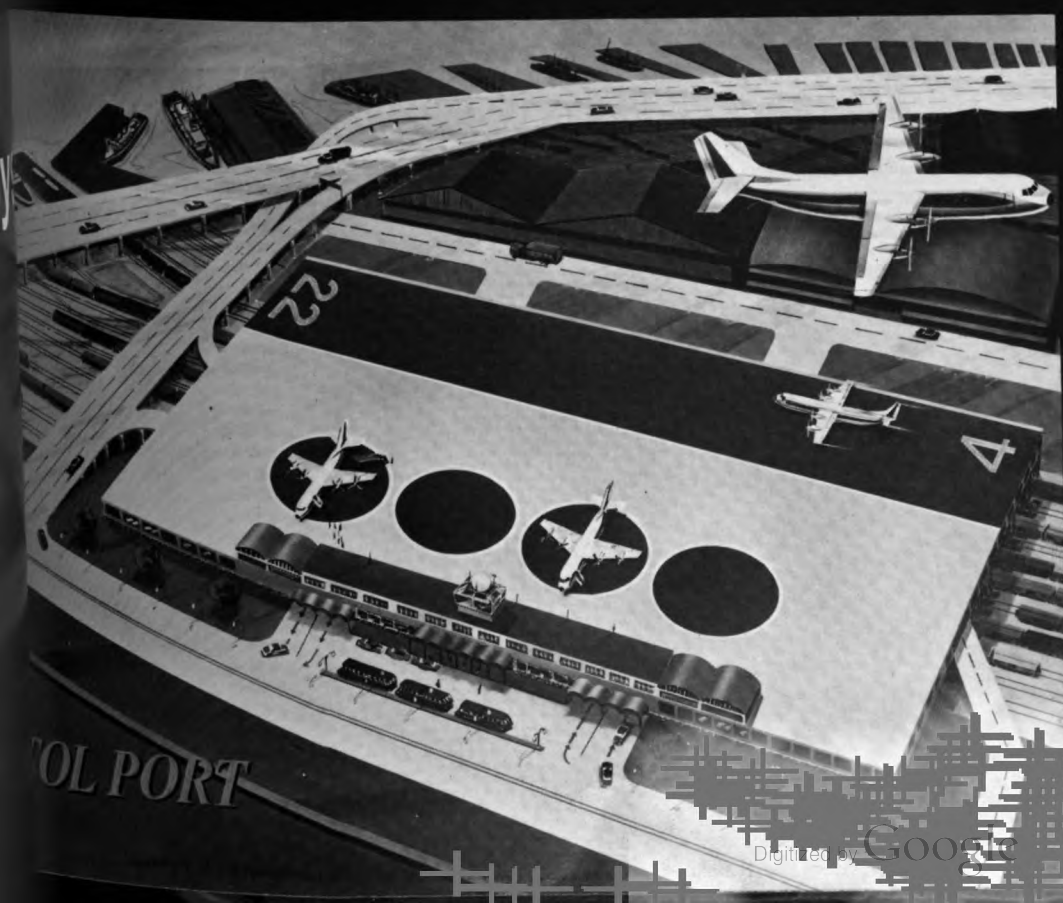
the STOL port the
ed criterion is 7½ de-
steeper glide angle
a result of the need
various obstructions
und in a downtown
addition to the 7½
gle, there must be a
effort to prevent en-
of air space. Zoning
and Federal regula-
st be expanded to
struction in the vi-
the port and thereby
sufficient obstruction

posal to elevate STOL
sents an additional
ot shared by conven-
ports. The effect of
a port on roof tops
duce excessive cross
d turbulence, thereby
strain on the air-
nding capability. Ex-
involving aircraft
, wind tunnels, and
lding are being backed
A in order to alleviate
blem. A preliminary
nd that these currents
educed by opening the
w the landing platform.
the architectural prob-



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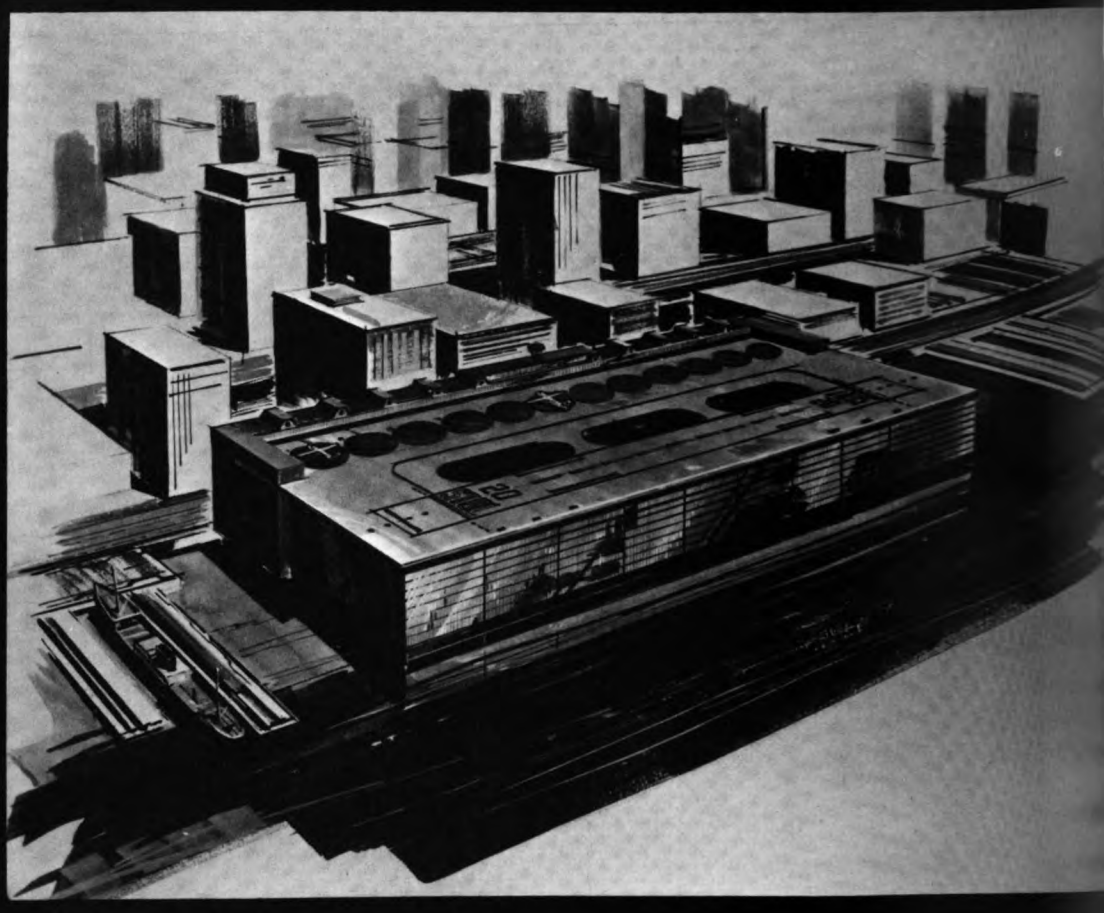

lems inherent in the construction of such a building have not yet been resolved.

The design criteria established for the STOL port requires the use of an arresting system to prevent emergency overruns. As yet there is no system which meets all the requirements. However experimentation with barricade nets, energy absorbers, and pendant cables are being evaluated. It appears that the M-21 system used on the Navy's aircraft carriers would require the least revision for use in the STOL system.

Concurrent with the development of the STOL port must be the development of an aircraft capable of meeting the cited criteria. For instance, the aircraft must be able to stop and take off in short distances and approach the runway at a steep angle. In February of 1968, the FAA tested five aircraft — the Fairchild Porter, Twin Otter, Buffalo, Sky Servant and the Breguet 941 (McDonnell 188). None of the aircraft met all the criteria established by the FAA. However, the purpose of the tests was to determine key operational parameters to guide would-be manufacturers. It appears that a composite aircraft incorporating the best features of each aircraft could feasibly be developed to fulfill the qualities of a satisfactory STOL

As the preliminary indicate, many of the ments for both the airc STOL port are unique developments must be mented within the norm straints of air and spac tations, environmental noise impact, and at a able total system cost. A ent, the STOL system i future. However with th dination of industry an ernment and the guida the FAA, many of the tainties have been Given a clear sense of tion, the STOL system excellent chance of beco reality.

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TO'S HOTLINE

IN THE MIDDLE

the volume of moves for the carrier industry is greatest from the of the month to the 2nd of the following month, ITOs should attempt to ule personal property moves during the middle of the month.

RED SHIPMENTS NEED DETAILED REPORTS

graphs, detailed statements and reports must be provided by ITOs when receive protected cargo that contains a shortage or has been pilfered. dures to follow are outlined in MILSTAMP; Appendix E, paragraph (C) 1. and 3.

CARRYING ASSURES AVAILABILITY

ce members should be advised to hand carry essential uniforms or other items to their next duty station to assure having essential items on for his use. This recommendation is made because delivery of ompanied baggage on the required date is not always possible.

LIP IS SHOWING

month we indicated that AIG 8184 was a HQ, MTMTS Personal Property torate code number. We stand corrected. The AIG is a multi-service g through which the Personal Property Directorate distributes official e of changes to the PPTMR.

ES TO TERMINAL FACILITIES GUIDES

have been five recent changes to the Terminal Facilities Guides. They change 14 to the Department of Defense Activities Other Than Activities Specific Military Service's Guide; Change 21 to the Army's Guide; e 18 to the Navy, Marine Corps and Coast Guard's Guide; Change 21 to ir Force's Guide; and Change 10 to the Commercial Contractor's Guide. who don't have these changes may contact their Area Command to get the t shipping information.

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TO's HOTLINE

NEW TRANSLOG ADDRESS FOR NAVY TRANSPORTATION OFFICERS

Navy transportation officers who desire regular distribution of TRANSLOG should submit their requests to the following address rather than the addres published in the May issue: Commander, Headquarters, Naval Supply Systems Command, Code 05T, Washington, D.C., 20390. ITOs of the other Services may order by writing to the addresses previously published. These are: AIR FORCE-Major Lawrence A. Waite, Jr., USAF, Headquarters USAF, Attn: AFSTP-K, Washington, D.C. 20330; MARINE CORPS--Commanding General, Marine Corps Suppl Activity, Philadelphia, Pa. 19146; ARMY--Submit DA Form 12-4 to the U.S. Ar AG Publications Center, 2800 Eastern Boulevard, Baltimore, Md. 21220.

ADDRESS IF POSSIBLE, NAME AT LEAST

Unaccompanied baggage arriving at Army receiving terminals in Europe should have the owner's address marked on it. If not known by the origin ITO, the baggage should show at least the member's full name, rank, and social security number. This information helps a locator service find the service member and send his baggage to his new address.

SHORT-ENING THE REQUIREMENT

The Comptroller General of the United States has authorized DoD shippers to use the Short Form GBL for single consignee shipments into DoD freight consolidation points. This should be done on a permanent basis and without regard to freight charges. The Short Form GBL should not be used when the shipment contains freight for more than one consignee.

AGENTS REDUCE POSSIBILITY OF ERROR

If a member can't receive his personal property shipment at its destination he should designate an agent to receive his goods. Use of block number 15 DD Form 1299 to designate an agent will reduce the possibility of personal property being released to a person not chosen by the member.

TRACING COMPULSORY

Local agents of national carriers should trace shipments of personal proper when either the member or the ITO requests it. Failure of an agent to respo to a tracing inquiry is considered non-compliance by the carrier. This activity is covered in paragraph 26, Appendix A, PPTMR.

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G MOBILE HOMES

ce members may ship a mobile home in lieu of household goods when they a change of duty station. However, there are restrictions and monetary ations on the shipment of a mobile home. A mobile home can only be ed if it is used as a residence at the destination. Shipping costs in s of 74¢ per mile must be borne by the member. It is the responsibility e member to determine the code requirements of the state to which the e home is being shipped.

EXCLUDE HAZARDOUS MATERIALS

Freight All Kinds (FAK) tariffs and tenders exclude explosives and other ous articles. ITOs shipping explosives or other dangerous articles a FAK tariff or tender that contains no exclusion must precede the FAK ption with the separate hazardous description required by Department of ortation regulations. For additional information, see paragraphs h and 214036a, MTMR.

4, AIN'T WHAT IT USED TO BE

of fabricated lumber products (crates, pallets, etc.) can anticipate r sizes of softwood lumber to be used in the products' construction. For e, the old 2x4, which was actually 1 5/8 x 3 5/8 inches, is now 1 1/2 2 inches. The impact of these changes to fabricated items of supply be determined until revisions of the specifications covering the ities are completed.

ING TDY TRANSPORTATION

ificate of nonavailability of government transportation is required service member is on TDY at a base and has to provide his own ortation because government transportation is not available. ITOs make sure TDY people are provided either transportation or a certificate availability.

ATION DETERMINES SHIPPING METHOD

ipping to overseas areas ITOs should make sure their method of it is correct for the destination. Shipping by parcel post requires ie package be consigned to the appropriate Army or Fleet Post Office . to a port. Conversely, shipping goods on a bill of lading requires ie package be consigned to the appropriate port and not to an APO

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TO'S HOTLINE

FREE BAGGAGE ALLOWANCES

The weight limitation on each of the two free checkable pieces of baggage carried by domestic commercial airlines has been modified so that neither piece may exceed 70 pounds. This modification does not affect the rules concerning "carry-on" baggage. The free baggage allowances for duffel, sea and B-4 bags are subject to special tariff provisions and are not part of the new weight limitation. ITOs may consult carriers regarding baggage limitations.

SPACE AVAILABLE TRAVEL FOR RETIREES

Reservists 60-years of age and over who are retired and receiving retirement or retainer pay under the provisions of Section 1331, Title 10 U (Title III) are now entitled to space available on MAC and unscheduled aircraft.

WHAT DO YOU DO WITH THE MEMORANDUM COPY OF THE GTR?

If you as an ITO are a member of one department or agency and are issuing a GTR to a member of another department or agency, the memorandum copy of the GTR should be forwarded to the recipient's department or agency as outlined in Chapter 309019b MTMR. Disposition should be as follows:

Army—Finance and Accounting office nearest to Army installation
Navy—Navy Finance Center, Washington, D.C. 20390
Air Force—Accounting and Finance Office nearest to Air Force installa
Marine Corps—Commandant of the Marine Corps, Code COS, Washington, D.C 20380

KUDOS

DAF EMPLOYEE AWARDED PATENT

Mr. W. P. Robbins, Air Force Packaging Evaluation Center, Wright-Patterson AFB, Ohio, has received a patent for a closure device for flexible containers. Non-metal zippers, which were used previously, soften and ope when subjected to stress after exposure to temperatures above 90 degrees The new device is designed to operate without the use of special tools and can be manufactured economically.

HOUSEHOLD GOODS COUNSELOR FLYS AWAY WITH AWARD

Sergeant Vincent R. Shelton, household goods counselor with the Traffic Branch, 3535th Air Base Group (ATC), Mather AFB, Calif. has been named Mather AFB's "Airman of the Year" for 1969. Sgt. Shelton was cited for hi tact and personal interest in each individual he counseled and especially for his ability to handle any delicate situation without hesitation.

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N HORSES, HELICOPTERS, AND NSPORTATION KNOW-HOW

Office of Information
Sharpe Army Depot, California

How does the Army go about "freighting" outsize aircraft too big to be hauled over highways, a rock crusher requiring five flatcars to transport it, or an 81-ton railroad engine that must be piggy-backed over 500 miles?

These are some of the problems that have been solved by Alfred Trainor, transportation officer at Army Materiel Command's Sharpe Army Depot, Lathrop, California. In addition he supervises the handling of inbound and outbound shipments averaging close to 20,000 tons monthly.

Trainor, a former Army Transportation Corps lieutenant colonel with more than 21 years transportation experience remarked, "When you have to engage five flatcars for one item, it takes some finagling and planning and cooperation from the bracers and blockers, switchmen, engineers, freight planners, rate clerks and railroad personnel."

Normally, railroad engines scheduled for shipment from one railhead to another are pushed or pulled. Not this one! It had been declared surplus to Army needs and sold to a private bidder. Due to line clearance limitations, local railroad officials were unable to move it on their tracks. Additionally, Federal Railroad Commission and Interstate Commerce regulations restricted the movement of certain wheeled or tracked vehicles on public highways. Normally this is the buyer's problem, but the fine print in the contract required the Government to assist in loading.

Delighted to be rid of the old locomotive, Trainor and his staff looked for alternate methods and were able to rent a rail flatcar at the buyer's expense. Blocked and braced, the diesel was piggybacked on its 500-mile journey to Portland, Oregon.

Then there was the problem of moving OH-37 helicopters arriving in Oakland from Korea. Nine of these were to be shipped to Sharpe via commercial truck. Trainor was dubious about the 75-mile trip, as these helicopters, with their large frontal area, were hardly designed for highway travel.

To compound the situation, he and his staff knew that highway construction was underway and traffic in some areas had been reduced to two lanes. Realizing that the Altamont Pass usually presents a problem due to high winds, he directed his staff to check other modes of transportation. Bids were obtained from commercial barge owners.

After receiving the necessary clearance from Western Area, Military Traffic Management and Terminal Service, a contract was awarded and the big helicopters were moved by barge up the Sacramento River to the Port of Stockton. Commercial flatbed trucks then moved them from the port, nine miles away, to the depot during non-peak hours over low-traffic lanes.

The cost for transshipment of each helicopter by barge and the

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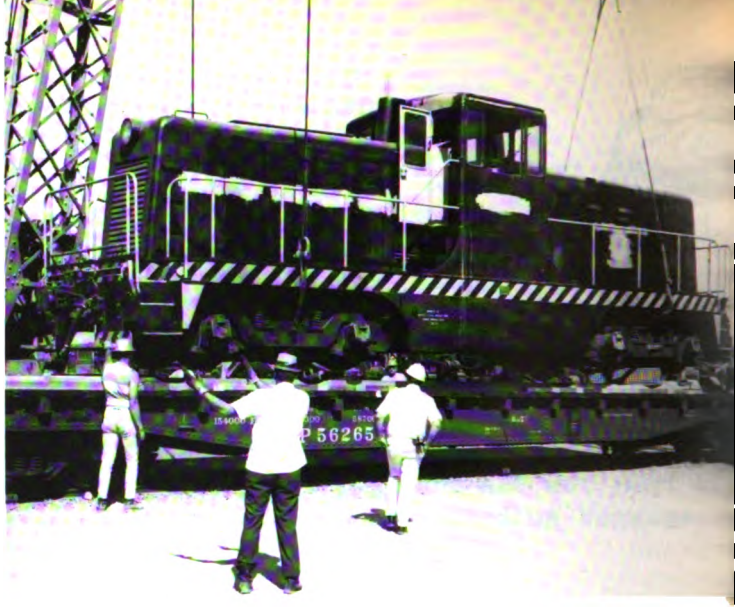

PIGGY-BACK RIDE: An 81-ton diesel locomotive sold as government surplus is loaded by depot traffic management personnel. While the engine was suspended from two giant cranes the flatcar was rolled underneath and the locomotive lowered. The piggy-back trip ended in Portland, Oregon, 500 miles north.

additional nine miles by truck was approximately $500. The cost would have been $1500 had they been trucked all the way from Oakland on Highway 50.

When it comes to "Red Ball" and other high priority shipments, Al Trainor shifts his entire crew into high gear.

A recent example was a call for shipment of four rock crushers to Southeast Asia. The Army Corps of Engineers needed them for building supply roads and airstrips in Vietnam. Each crusher weighs 133,950 pounds. They were disassembled and transported to Oakland on 20 flatcars. Freight and routing clerks kept telephone lines busy to obtain the necessary cars, and 24 hours later the crushers were rolling down the rails to Oakland.

Other duties required of the transportation officer include supervising the movement of household goods and other personal property for all the armed services in a four county area. In addition, Trainor has the responsibility for issuing transportation requests and making reservations for military and civilian travel.

There are 80 persons employed in the Traffic Management Division. Trainor also has employees providing support at the Retrograde Distribution Division in Stockton, California. This division is engaged in the transshipment of thousa tons of returned materie Southeast Asia.

The containerization p is another major missi Sharpe Army Depot and T is right in the middle of i than 1125 vans were shi a recent six-months peri ing the services of Sea Matson and American Pr Lines. He deals directly w railroads and approximat trucking companies, sp approximately $5 million for commercial transpor Trainor is also involved Special Air Mission ac out of Stockton Metro Airport where helicopte

Continued on inside back

CLEARANCE BY INCHES: This w lady with oversized frontal p ances (engine mounts) and eigh just like her arrive at Sharp Depot and just make it through t gate. The CH-47 Mojave helicop turning from South Korea were ache for Sharpe's transportation Highway travel was virtually im from the debarkation port in The nine choppers were barged miles to the inland port of S The additional 10 miles to th was by truck. This mode of tra tion saved the government appro $9000.

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TORY IN MOTION

ontinued from Page 3

te the cargo and respond irements for rapid move-

al MTMTS actions and s have the potential for lly increasing transpor- systems responsiveness. rogrammed Export Re- stem is an improved ex- rgo release system de- to make increased use ing route orders (SROs) ploying the principle of ment by exception.

to the institution of this an export release from had to be issued before ivity in CONUS could shipment larger than ounds. Many complaints eived from shipping ac- concerning delays in g required releases.

the Programmed Ex- ease System, the selected shippers are given SROs inue to submit requests rt release. If the ship- not challenged within , the shipment moves in ice with the SRO.

system gives the instal- ransportation officer in- latitude and flexibility, him to better utilize resources. It eliminates for exceptions and per- reased consolidation of nit and less than release ments.

gh exclusive-use train such as unit trains or ins, MTMTS has al- alized a savings in the t of rocket motor seg- Vandenberg Air Force lifornia. Both of these involve the use of dedi- uipment for repetitive s over the same route. rain loads consist of one ty moving over rela- ong distances. Mini- re also usually loaded e commodity, but con- nly a dozen or so cars over short distances imes a day. This type of service, in addition to holding out possibilities for economies, increases the capability of the shipper to control the shipment, provides a more predictable flow of supplies, and increases visability in the pipeline.

By analyzing shipment records MTMTS is attempting to improve the reliability of ETA (estimated time of arrival) forecasts for air shipments. The MTMTS operated Military Airlift Clearance Authority (MACA) computes an ETA at the Aerial Port of Embarkation (APOE) based on the date shipped code, mode of shipment, and the estimated transit time contained in the advance Transportation Control and Movement Document (TCMD). The computed ETA is passed to the Military Airlift Command (MAC) and the applicable APOE as a forecast of arrival. Accurate forecasts of air shipment arrivals at CONUS terminals will significantly improve and speed up processing of air shipments.

Perhaps foremost in MTMTS' interest is its program for expansion of Through Government Bill of Lading (TGBL) container service. Without a doubt transportation responsiveness is improved with the TGBL service. When using this method, the shipper loads the container at inland origin for movement to final inland destination overseas under a single GBL, using a single factor rate. The shipment is not double handled, the documentation and billing workload is reduced and simplified, and, most importantly, the shipment can move uninterrupted from origin to overseas destination.

MTMTS has also experienced early success in the operation of small shipment consolidation points. As a result of studies, MTMTS found that improved control over shipment movements, reduced transit times, and lower transportation costs were possible if DoD small shipments were consolidated at selected points in CONUS. As a result, MTMTS has established and is supervising the operation of small shipment consolidation points at Philadelphia and Toledo.

In the near future consolidation points will be established at Atlanta, Chicago and Memphis. Distribution centers will soon be established at San Francisco and Los Angeles for shipments destined to west coast points or through ocean terminals.

These consolidation operations promise significant economies for the DoD, and at the same time will improve shipment control and make possible reductions in inventory as transit times are reduced.

Inventory in Motion is one of the most significant current efforts of the military to reduce the overall cost of supplying U. S. forces. However, since the military is dependent upon the commercial transportation industry in CONUS, Inventory in Motion will work only if the industry can be responsive to the stringent requirements of the concept. Integral to the success of this concept is a transportation system that can provide a rapid, even flow of supplies to all destinations, and at the same time meet unusual and emergency transportation requirements on a timely basis.

MTMTS is continually analyzing and evaluating new developments in the transportation industry that could possibly increase the effectiveness and responsiveness of the transportation system. The growth of containerization is an excellent example of how the military can benefit from industrial advances. By critically analyzing the new types of service that are becoming available, the traffic managers can make intelligent choices, avoid costly mistakes, and at the same time provide quality transportation service.

The new Logistics Offensive and Inventory in Motion is designed to overcome many of the major logistical problems that have plagued the military strategist for years.

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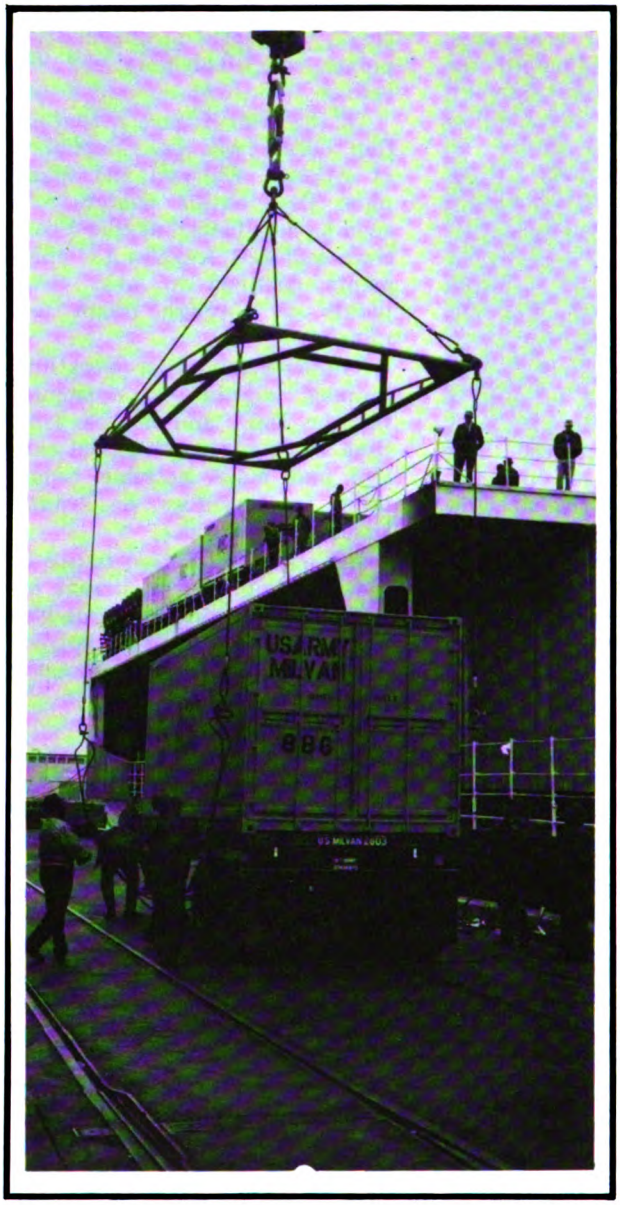

First **MILVAN** Containers Shipped to Vietnam

by
Specialist Fourth Class Ed Sanchez

The first load of MILVANS, new Army i modal containers, was shipped to the Repub Vietnam on June 12 through Military Ocean minal Bay Area (MOTBA), Oakland, Calif as part of a pilot operating plan being cond by the Army Materiel Command (AMC).

A MILVAN is an intermodal standard-siz tainer measuring 8′ x 8′ x 20′. With it comes a sis—a frame and wheels—with tiedown corn tings for supporting and securing the con for highway transportation.

Military Traffic Management and Terminal ice, in charge of fulfilling AMC's transpor requirements for the pilot plan, arranged wi Military Sea Transportation Service to shi MILVANS to South Vietnam aboard MSTS–t tered vessels. The Seatrain *Maryland* carrie first shipment of 189 containers destined fo Ranh Bay and Qui Nhon. The shipment scheduled to arrive in South Vietnam by th of the month, then move from port facilities to ultimate destinations over land, hauled by owned tractors.

Of the 189 containers aboard the *Maryla* were vans and chassis and 49 were vans w the chassis, each carrying troop support car addition there were nine bundles of chassi chassis to a bundle) aboard the vessel. This ment was part of 2,000 MILVANS presently lease by AMC from two California containe panies, pending purchase of a similar num containers and chassis. Once AMC purchas MILVANS, the leased ones will be retired the pilot plan.

The MILVANS sent to Vietnam will be re to the United States filled with retrograde destined for Army Depots in the United S They will be unloaded and refilled at these Western Area MTMTS, in Oakland, has ar to transport the MILVANS to and from the depots, using commercial line haul operators.

The MILVAN operating plan was the by-p of an analytical study conducted by the A 1967, which concluded that an Army-owne tainer would be more operationally advant than the commercial sea vans presently in u cording to the task force report prepared fo by the American Power Jet Co., "potential beyond the conventional wholesale cargo tran tion functions and include forward distri temporary storage of materiel in the fie stockage for support of contingency operati temporary field shelters."

A second shipment of MILVANS to Sout nam was scheduled to sail from Oakland dur latter part of June aboard the Seatrain *Car*

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site page: The majority of the containers, 140, were loaded aboard with their chassis. They are to be arged at Qui Nhon along with 18 containers without chassis. Top left: Workmen trip the locking mechanism e 20-foot container lifting device so that the shipboard crane can lift the container aboard. Top right: One 189 MILVANs being loaded aboard the Seatrain Maryland is towed into position for lifting at the Military n Terminal, Bay Area at Oakland Army Base. Bottom left: Going up to join the other containers already d aboard ship, this container is one of 18 carrying a total of 540 measurement tons destined for Qui Nhon. n right: Easing the container down, workmen prepare to brace and block it so that it will not move during ean voyage.

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Newsreview

The U.S. Army Transportation Museum at Fort Eustis, Va., now in its third year of full operation and attracting over 30,000 visitors a year, is asking for assistance in locating items for display. The museum is looking for items such as photographs, flags, maps, documents, equipment, models, insignia, plaques, and mementos of Transportation Corps operations, which would add individual importance to the museum. Present displays include a hand made dog sled from Greenland, the wheel of the USAT *Royal T. Frank*, an Army transport torpedoed in Hawaiian waters in 1942, and the third experimental model of the BARC. Also, the Evolution of Transportation is presented by five dioramas beginning with stone age watercraft and progressing through development of the wheel, balloon, coach, and canal barge.

★★★

A library with over 1400 reels of microfilm, containing descriptive information of more than two million supply items, is now at the fingertips of personnel in the Inland Traffic Directorate at Headquarters, MTMTS. Recently, the Classification Branch of the directorate obtained a complete microfilm library of catalog data from the Defense Logistics Center. The information in the microfilm library gives MTMTS technicians the ability to determine the proper freight classification of a specific item almost instantly. To display the microfilm, a Stromberg Datagraphics Viewer-Printer was purchased. It projects a picture on an 11x14 inch screen. With a touch of a button, a positive print of the image can be produced within five seconds, permitting a technician to carry the data to his desk for detailed study. It now takes approximately two minutes to isolate a Federal Stock Number as compared to about 30 minutes before the use of microfilm facilities.

★★★

The 436th Military Airlift Wing is supplying an outpost in the middle of nowhere—Station Nord, a Danish weather station on the northernmost tip of Greenland. A C-141 Starlifter resupplies Nord with fuel and oil needed to keep its operations going. Besides being a weather and navigational station, Nord serves as an emergency airdrome for polar flights. Its 8,000-foot gravel runway, covered with ice most of the year, is marked by 55-gallon drums.

Major General Clarence J. Lang, Com MTMTS, has announced the establishmen Command's Traffic Management Awards. The symbolized by engraved plaques will go to employees and enlisted personnel of each of t ices and the Defense Supply Agency in recogn outstanding service at the installation transp office level. Service transportation chiefs ha asked to select awardees, based on their cont to the success of the total Defense transportat sion. General Lang will make the presentation National Defense Transportation Association's Transportation and Logistics Forum in San F in September.

★★★

Colonel Frederick P. Howland has taken c of the United States Army Transportation Co Europe (TRANSCOM), succeeding Colonel W. Larson who has been reassigned to Head Eastern Area, MTMTS, Brooklyn, N.Y. Colon land was the 37th Transportation Group cen in Germany before moving to the TRANSCO at Camp King, Germany.

★★★

The Department of Transportation has a a $300,000 grant to provide the Nation's firs ger-carrying tracked air cushion vehicle transp system which will serve the Los Angeles Inter Airport by late 1972. The tracked air cushio will run on elevated concrete guideways at sp to 150 miles per hour from the airport up Diego Freeway to the San Fernando Valley. hicle will be powered by electric linear inductio (LIM) which are pollution-free and virtually

★★★

The Department of Transportation has co with the National Academy of Sciences for a sive storage and retrieval system on transportati abatement information. The new service, ca Transportation Noise Research Information will be set up in the Academy's Highway Board. Initially, the emphasis will be on highw abatement.

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S. Santa Clara Victory, last of the government-
/orld War II cargo ships used by the Military
ısportation Service for delivery of supplies and
ion to Vietnam, has returned to Norfolk for
the James River National Defense Fleet.

★★★

H. Hoy, Traffic Management Specialist, Ex-
ffic Division, International Traffic Directorate,
MTS is the second Headquarters employee to

ique for accumulating more than 2500 sick
's in his federal service career. Since joining
il service in June of 1938, Mr. Hoy has
th a variety of government agencies. He first
ith the Soil Conservation Service and later
career in transportation as Chief, Freight
id then traffic manager at Camp Brecken-
Since then he has held the positions of
affic Officer, Air Materiel Command, Wright-
AFB, Dayton, Ohio; Freight Traffic Officer,
raffic Management Agency; and Traffic Man-
pecialist, Defense Traffic Management Serv-

A project to help open a new frontier in the Amazon jungles of Venezuela has been given a lift by the crew of an Air Force C-130 *Hercules* attached to the U.S. Air Forces Southern Command. The plane airlifted 60 tons of construction equipment and material to an isolated area in southern Venezuela, San Juan de Manapiare. The equipment will be used initially to build a year-round airstrip and later in construction of a road to link the northern and southern sections of the country.

★★★

Aeromedical evacuation patients from Southeast Asia and the Pacific area are flying home faster over new Military Airlift Command (MAC) routes from Yokota Air Base, Japan, to the United States. The routes allow patients from overseas medical facilities to be evacuated directly to hospitals nearer home, reducing the number of overnight stops. The C-141 *Starlifter* flights cover the central and southern areas of the United States on alternate days.

★★★

Secretary of Transportation John Volpe has approved Palmdale, Calif., as the site of a new major airport for the Los Angeles area. "Air traffic at Los Angeles is constantly increasing and the need for a new commercial airport is unquestioned," said Volpe. "The new facility—capable of handling 100 million passengers annually—will meet the need."

★★★

MTMTS has taken a new approach to programming. The Command Operating Program (COP) for Fiscal Year 1971 contains a comprehensive plan that reflects an analysis of requirements and associated workloads in two broad categories, routine recurring activities and annual objectives. The new programming system contains progress measuring devices and specifies desired results or returns from the expenditure of resources. This new management tool is designed to provide the MTMTS program managers with valuable operational management information.

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Space-available travel aboard military aircraft, a dwindling benefit for service personnel, may soon show an upturn as a result of studies made by the Military Airlift Command (MAC). "The space-available package is under study," said a MAC spokesman. "Changes are designed to enhance the space-available travel privilege by assuring that seats which would have gone empty under the old rules are available to eligible travelers."

★★★

Shipping and container agreements which wi in payments to 21 U.S. flag ship operators of mated $273 million during the next year ha announced by Vice Admiral Arthur R. Gral mander of the Military Sea Transportation (MSTS). The agreements cover worldwide se approximately nine million measurement t military cargo on foreign trade routes MSTS' 1971 fiscal year.

★★★

SUPERAGENCY *Continued from page 7*

As TRANSLOG goes to press, Canada is conducting a further review of the role of the Federal Government in transportation and a reorganization of the Department of Transport is likely. The Research Division of the Canadian Transport Commission may be extracted to form the core of a new Transportation Development Agency which will develop and coordinate technological and economic research in transportation. Regardless of the formal organization, however, the intent is in keeping with the objectives of the National Transportation Act.

Other provisions of the Act deal with problems peculiar to the Canadian transportation industry. Of interest to American readers is the Act's delineation of the ground rules for abandonment of branch rail lines and discontinuance of passenger train service shown to be uneconomic. No magic formula is possible so a process of rationalization of systems is implied in lieu of the ad hoc individual branch line abandonment cases of the past. Perhaps this is Canadian idealism, but since the Commission has the authority to recommend to railways the exchange of branch lines, the giving or exchanging of operating rights and the connecting of branch lines with other lines of the company or another company, one can anticipate the development of a rational rail system to meet the minimum needs of the country.

Up to the present, Part III of the Act dealing with trucking has not been implemented. The jurisdictional problems of interprovincial trucking are yet to be resolved by the federal and provincial governments. No date has been forecast for implementation of Part III although the Minister of Transport indicated recently that it is not as far away as some people think. Obviously this trucking legislation is essential to the Canadian principle of a fully integrated transportation system with each mode free to respond to the financially supported demands placed on it and responsible for its own continuing viability.

The obvious question of most readers w "What has been the effect of the Act in Ca

Its effect on shippers would require an ex study far beyond the scope of this article. only say that in my research I found few und able or justified criticisms by shippers.

In many instances rates are better for sh than before. The railways' freedom to adjus more promptly has encouraged the "higgl ess" by skilled traffic managers. Whether t good or bad depends on one's point of view.

A good analysis of whether a shipper is a or loser was provided by Dr. A. W. Curr fessor of Commerce, University of Toront address to the 96th Annual Meeting of th dian Manufacturers' Association in Toront summer of 1967. Dr. Currie, after a detail ination, summed it up as follows:

"If I were an exporter of grain in the would be pleased by Canada's new transport tion. If I were a shipper in the Atlantic pr I would not regret it. If I were in a pos ship my freight by a variety of modes port, I would be content."

It would be only too easy to fall into the generalizing and characterizing the T Transportation Act as the greatest trans policy in the world. Undoubtedly, it is not a piece of legislation; nor a panacea for all i the answer to all transportation problems.

It is easy to state principles, but the still lies with the Canadian Transport C in putting not only the principles but the tions into effect.

Canada has chosen a policy of rationali not nationalization— of all transportation t to promote competition and a healthy tr tion industry. If this proves successful ping public will be the main beneficiary.

In the National Transportation Act, Can a model worth watching.

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CHECKING CARRIER PERFORMANCE

by
Lieutenant Charles J. Rouse, USA
Office of Public Affairs
HQ, MTMTS

Obtaining the most efficient transportation available for military cargo, personnel and personal property shipments is a continuing responsibility of the Military Traffic Management and Terminal Service. Accordingly, the services provided by carriers must be constantly evaluated by MTMTS, the installation transportation officers and Department of Defense travelers. In order to get their share of the DoD transportation dollar, carriers must provide high quality service. Those who do not are quickly eliminated from the program.

MTMTS, which arranged transportation for over 27,000 DoD group moves last year, requires the highest ranking individual in a group of 10 persons or more to complete a DD Form 1341, *Report of Commercial Carrier Passenger Service*, given to him by the origin transportation officer. The form requests comments on actual departure and arrival time, meal service, and the courteousness and helpfulness of the carrier employees. In the past the completed forms were to be given to the destination transportation officer. Because the group leader was not always able to locate the destination transportation officer, only about half of these reports were returned in Fiscal Year 1969. Under a new change in procedures the group leader mails the completed report directly to the Directorate of Passenger Traffic, Headquarters MTMTS. The expected increase in returned forms will allow MTMTS to compile more reliable carrier performance data.

The DD Forms 1341 indicate more than carrier performance. Often they reveal billing errors. If two members of a scheduled 12-man movement fail to make the trip, the carrier may fail to subtract these two fares from the total bill. During FY 69 the Passenger Services Division of MTMTS detected errors of this kind in the amount of $280,000.

In a personal property move the origin transportation officer and the destination transportation officer make on-the-spot inspections of carrier performance. The origin transportation officer gives the service member a *Property Owner's Report on Carrier Performance* to be completed and mailed back to the ITO. If the inspections or the Property Owner's Report are derogatory, the origin ITO may prepare a warning letter to the carrier. If inadequate service persists, the carrier may be suspended from doing business with the military.

At present MTMTS' chief source of personal property carrier performance information is its file of copies of these warning letters or letters of suspension based on violation of service tenders. With the adoption of the Worldwide Household Goods Information System for Traffic Management (WHIST), scheduled in the near future, all available information will be sent to MTMTS' St. Louis Field Office, keypunched, and transmitted through the computerized WHIST network to Headquarters MTMTS. The system will permit continuous evaluation of each carrier's service based on a large

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Stewardess Liz Donaway serves meal to Specialist Fifth Class Kevin Hickey.

quantity of stored information on past performance.

As a means of improving its methods of evaluating freight carrier performance, the Directorate of Inland Traffic at Headquarters MTMTS has launched a three-fold plan to develop a system to report aspects of carrier performance, establish standards for measuring this performance and utilize the system's information in the carrier selection process. Previously, freight carriers were judged primarily on a lowest cost basis. Only if MTMTS received a *Discrepancy in Shipment Report*, indicating a major failure by a carrier, would the carrier be in any danger of a suspension. The new system will provide information on a number of important factors, including adequacy of the carrier's equipment, the location of his terminals or railheads and the type of extra or accessorial services which the carrier can provide, along with elements such as loss and damage, timeliness of delivery of shipments, warnings and suspensions, and ability to provide requested equipment.

The Quality Control Branch is conducting a transit time study and a system of receiving transit information. The Shipments Evaluation
will soon begin including in its Discrep
Shipments Reporting System information t
tate proper analysis of the carrier's actual p
ance record in relation to damage, shortage
ages, and "other" transportation discrepan

In short, MTMTS is developing an acti
gram to measure carrier service and establ
rier performance standards by integrating
transit time and discrepancy in shipment i
tion.

Although service is a somewhat nebulou
MTMTS is attempting to define it, assess
to certain of its aspects, and thereby con
accurate analysis of carrier performance.
industry-wide conferences will be sched
that various transportation mode manag
associations will understand the carrier s
criteria and be better able to actively com
DoD transportation business. These conf
should help establish a closer MTMTS-con
carrier working relationship to assure m
management control and improved transp
service for the Department of Defense.

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RSES, HELICOPTERS, AND TRANSPORTATION KNOW-HOW

inued from Page 16

y being loaded aboard
cargo jets for flights
ast Asia.

st reduction program
also receives support
ainor and his divi-
st reduction action on
ids for use in aerial
issions to Japan and
etnam, made through
f Stockton rather than
f Oakland, saved more
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mplishments of Trai-
based on a founda-
any years experience.
6 to 1950, following
an infantry officer in
east Pacific and the
s in World War II,
as an Army Transpor-
ol instructor at Fort
rginia. He was then
the 8th Traffic Group
y where he was re-
or movement control
ail and truck facili-
state of Baden-Wurt-
ater assignments in-
in the Office of the
Transportation in
, two years as chief of the Traffic Management Division at the Army Signal Supply Agency in Philadelphia, where he had traffic management responsibility over procurement expenditures of approximately

ALFRED TRAINOR, ITO

$300 million annually, and military transportation officer at the Sacramento Signal Depot.

After his release from the Army and prior to his employment at Sharpe Army Depot he was director of systems and procedures for Pacific Intermountain Express in Oakland, California, where he designed the computer system for their dispatch system. Then he served as a transportation program analyst for the Military Ocean Terminal Bay Area. There he wrote procedures and management studies and worked on special projects.

Trainor is a graduate of the Career Officer's Course at Fort Eustis, Virginia; Army Supply Management Course at Fort Lee, Virginia, and the Command and General Staff College at Fort Leavenworth, Kansas. He is a member of Delta Nu Alpha, a national transportation fraternity, and the Systems and Procedures Association. He is currently president of the San Joaquin Valley chapter of the National Defense Transportation Association.

With this transportation background and know-how, Al Trainor might just count wheels or tons or pounds in his sleep. And one may wonder if his sleep is disturbed by the clanging and groaning of rolling stock.

MELVIN THOMPSON HONORED AT RETIREMENT CEREMONY

**(Tommy) Thompson,
ger of MTMTS' Pas-
ements Division, was
MTMTS Meritorious
rd Plaque and a letter
ation from Major Gen-
J. Lang, USA, MT-
ander, upon his retire-
nth.**

**npson, often referred
Group Movements,"
ible for the procure-
g and completion of
ements for DoD spon-
of 10 or more persons
Continental United
dition, he made con-
the development of
r Traffic Management
STRAM), an auto-
n developed to fully
movements.**

In 1957, Mr. Thompson became a member of the Military Traffic Management Agency (MTMA) staff and witnessed the transition from the original MTMA to the current organization of MTMTS.

His Government Service career extends from January 1943 when he joined the U.S. Marine Corps. In 1950, he was recalled to military service as a Disbursing Chief, Travel, and later, as a civilian, was promoted to Passenger Traffic Officer, Headquarters, U.S. Marine Corps. In this position he was selected to become a member of the joint staff, MTMA, predecessor of MTMTS.

A native of Washington, D.C., Mr. Thompson and his wife Julie, formerly of Maplewood, Missouri, have four children, Marilyn, Thomas, Jane and Judy. The Thompsons make their home at 4104 Sulgrave Drive, Alexandria, Va.

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TRANSLOG is published monthly by the Military Traffic Management and Terminal Service, a single-manager agency for Department of Defense transportation functions under the Secretary of the Army. Its purpose is to provide timely, authoritative information on policies, plans, operations, and technical developments in the defense transportation field.

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AUGUST 1970

VOL I No. 7

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The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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/IEW ROM THE TOP

by Brigadier General Otis E. Winn, USAF, Deputy Commander, MTMTS

tory is told of a chief engineer who was interviewing applicants for a job. When one applicant ed what he could do he replied, "I can do *almost* anything." The engineer terminated the v stating, "I have no use for someone who can do *almost* anything. I prefer someone who can do one thing thoroughly, without continuous supervision and with a high degree of pride and onalism."

y operations required to support national objectives consist of three basic elements, namely, logistics, and tactics. Logistics is an essential element in relating strategy to tactics. Its basic e to create and maintain the total capability required by a given strategy.

n, logistics has been defined as the science of planning and executing the MOVEMENT and ance of forces. I highlight movement because this is our major function—a function which n and every one of us involved in transportation directly to strategy, tactics, and the obtaining tional objectives.

ften we lose sight of this relationship in our day-to-day routine and as a result we sometimes his *almost* category. We almost complete the GBL, we almost book the shipment, we almost in the storage area, the address is almost correct, the box is almost of the right size, and so on.

orld is full of almost people today. You meet them at the repair places where you have had g fixed, supposedly, at service facilities and in other walks of life. You are generally vocal disgust and express your contempt for their lack of professionalism. You feel cheated! In ances, someone's life is not at stake or a national objective doesn't hang in the balance asis of their ability to do their job. That is not the case with us. Every unprofessional act, ong decision, every *"almost"* effort on our part could well result in the loss of life, increased the failure to obtain a national goal.

tter how insignificant your transportation job may appear to you, you are a team member, y essential to the perfect functioning of the team. Any effort on your part short of perfection, 00%, puts you in the *"almost"* class and undermines our national effort.

ntation and unfinished business are among the biggest problems of our world. The great n life go to those who finish what they start.

nber, accomplishment is easiest when we work the hardest; it is the hardest when we easiest.

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DEALING WITH STEALING

by Lieutenant Charles J. Rouse, USA, HQ

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le steal. In fact, cargo thievery represents
:o the American businessman and consumer
ly one billion dollars per year. For pilferage
ealing of minor sums and petty goods) or
o occur, three factors must be present:
:ng to steal, someone to steal it, and an op-
ty for someone to commit the crime. Military
Management and Terminal Service can have
ntrol over the first two of these prerequis-
is the opportunity for the thief to steal
ng that MTMTS must prevent.

:ing opportunity situations for thieves re-
ffective security. This is particularly diffi-
ring the transportation phase of military
ns, due to continual transfers between
and modes and exposure to various load-
oading, and storage conditions. Because the
tation segment is so vulnerable to loss,
id pilferage, it is considered the weakest link
ogistic security chain.

portation security requirements can be
d into five stages:

rst phase is a shipper responsibility. The
as a DoD contractor or an installation or
mmander, plays the key role in the transpor-
equence. The security measures taken will
the overall protection of the cargo. Strin-
urity measures are necessary when prepar-
goods for shipment and loading for line-haul
it. The shipper must arrange for carrier
e equipment and routing for rapid move-
h a minimum of delays and transfer points.
considerations include type of cargo pack-
a plywood shipping container affords more
n from pilferage than a fiberboard ship-
tainer), the nature of cargo (why steal
launcher if a .45 calibre pistol is avail-
he type of cargo (a shipment of small arms
ion in a rail carload lot or truckload lot
is more susceptible to pilferage than
shipment properly loaded, blocked, and
a railcar.)

distance, and geography are also factors of
security. A shipment from New Jersey
rnia will be exposed to fewer transporta-
rity hazards than one from New Jersey
.

ode of transportation should also be con-
hen determining cargo security. Obviously
is less likely to be hijacked than a motor
owever, pilferage from railcars in rail
more conceivable than from trailers in
minals due to the difference in layout
f these facilities.

ond phase of a transportation move is a
sponsibility from point of origin to point
of delivery to the receiver consignee. During this period, the use of carrier protective equipment and services is vital. Air carriers will provide signature service or armed surveillance service for air express shipments as requestd on bills of lading.

In case of a rail carrier shipment, the REA Express is responsible for providing signature service and armed surveillance as requested on the bill of lading. If the carrier has been denied access to cargo while in transit and the cargo seals have been broken, he will apply new seals and immediately notify the consignor and consigneee.

Besides being responsible for signature service and replacing broken seals, motor carriers must obtain telephonic approval for delivery time at least one day prior to arrival.

Phase three of this five-phase shipment schedule is the responsibility of the transshipper. It includes measures to be taken upon receiving the shipment, then storing, repackaging, and reloading the cargo aboard an outbound carrier. Vessel stowage plans for sensitive cargo, custodial responsibility for classified shipments and reporting delayed shipments are such necessary actions.

The fourth phase is the over-ocean transport phase and includes the carrier's security procedures and custodial responsibility. Air travel is the most secure transportation mode. Travel time and access to shipment while in transit is minimized. This mode is particularly desirable for small quantities of valuable or sensitive cargo. Surface carriers are responsible for checking and receipting for classified shipments. At the port of debarkation, the cargo will be delivered to the consignee and a receipt obtained from an authorized representative.

The final step in the five-phase plan consists of the receiving and physical checking of the cargo by the receiver/consignee. Security responsibilities include investigating and reporting losses, damages, and other cargo discrepancies. The cargo outturn message will reflect any significant damages or deviations listed on the manifest. This report will permit immediate investigation by the shipping terminal or consignor of any shortages.

There are four basic types of security measures: physical, procedural, technological, and personnel security. Physical security measures, being tangible in nature, are used to control personnel access to cargo. The primary physical security technique is the perimeter barrier. The simplest of packing containers, turnstile gates, and even "No Trespassing" signs qualify as perimeter barriers. A well-trained uniformed guard force whose job it is to detect, react, alarm, discriminate and neutralize is a physical security measure, indispensable to

Continued on page 23

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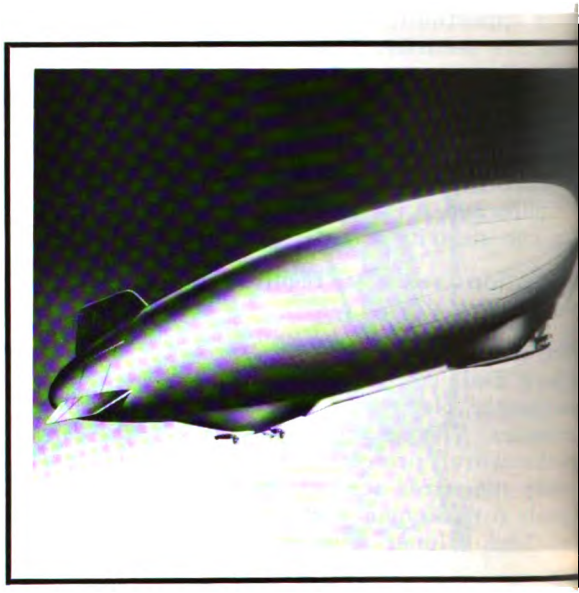
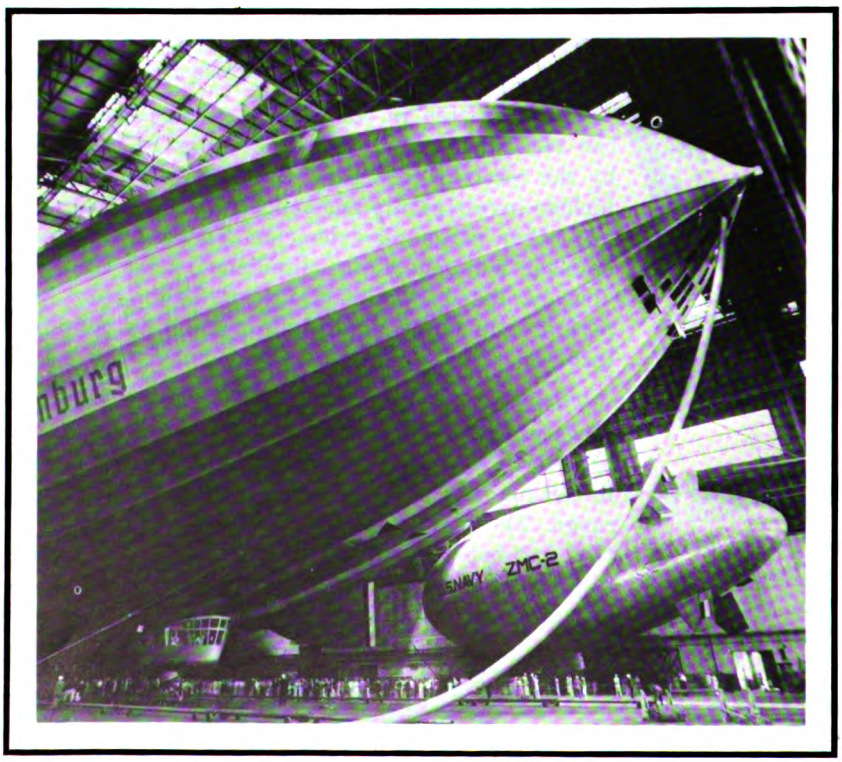
RETURN OF THE AIRSHIPS

by
Michel R. Scott

Below: Artist's conception of a 4.5 million cubic foot nucl powered airship proposed by Goodyear Aerospace Corp.; Bott left: The Hindenburg; Top right: Army Dirigible No. 1 in a fl flight over Washington, D.C.; Bottom Right: Passengers on verar deck of British R-100 in 1920s. (National Archives Photos)





Dirigibles, those silver in the sky that everyone t were dead, are making a back.

According to former technology minister A Wedgewood Benn, desig being studied for a plan t the huge airships in Aeronautical experts in t viet Union have already building a giant airship of that nation's defens gram. Germany has ann plans to build a $212 atomic powered blimp.

Robert Ross, manager mechanical research and opment at Goodyear Ae Corporation, Akron, Ohi that studies for a five cubic foot lighter-than-a were presented at a mee scientists held recently in ington, D.C.

"As far as nuclear-p airships are concerned,

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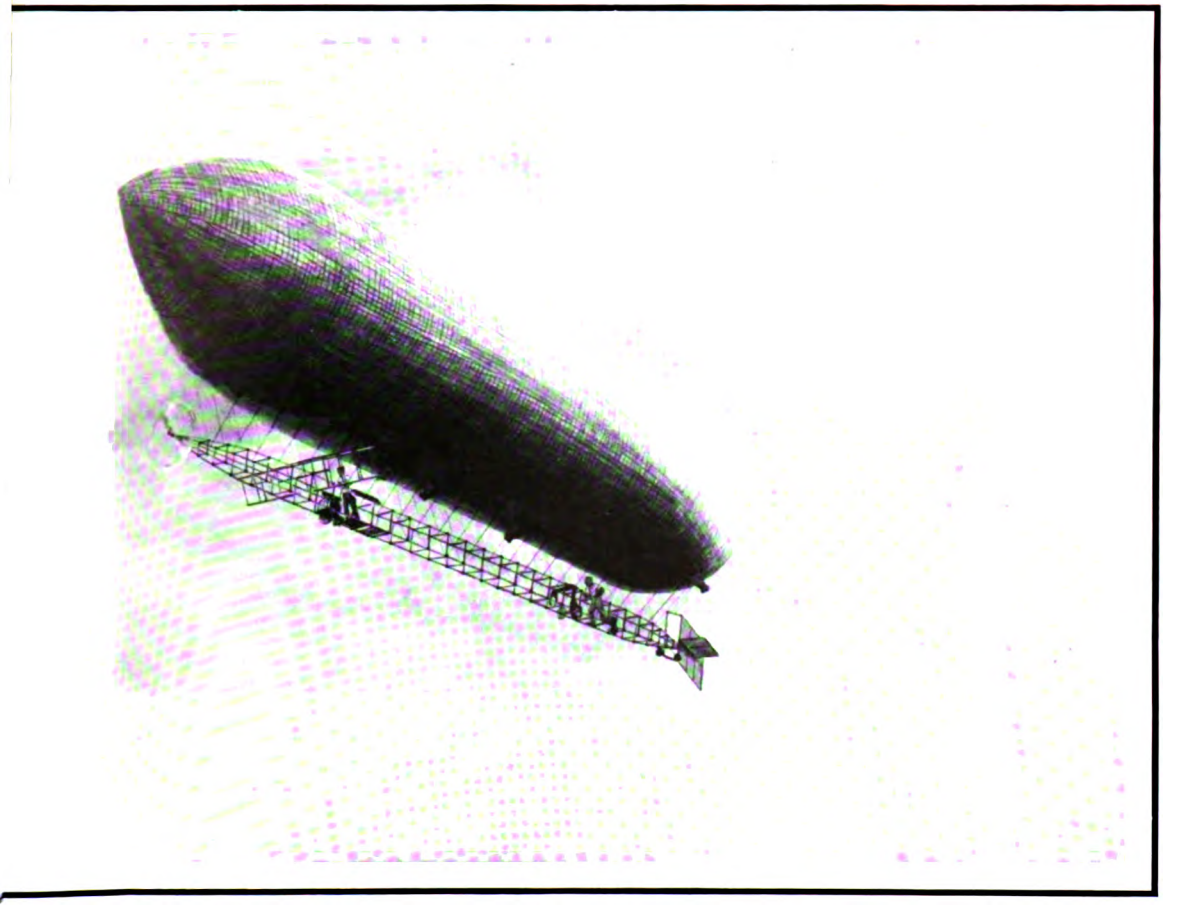

have briefly studied a
of versions. Some time
ooked at a proposal for
llion cubic foot airship
y the Navy. This was a
ype that was never
t included a number of
features which would
wed early use of nu-
er in the air. We have
ied designs for larger
and found that where
range or very long en-
was necessary, nuclear
finitely had an advan-
chemical power. This
staying ability as well
economy.

ears from a technologi-
oint that nuclear pow-
hips could carry pay-
to a million pounds.
ip exhibits its great-
my at relatively low
nd low altitudes, ap-
ly 100 to 150 miles per
below 10,000 feet. A

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vast number of missions are available for this type of ship; however, the initial investment is very large and it would probably take a major Government interest to initiate a building program. Once the ships are developed they could be purchased and operated on an economical basis. The cost would be similar to that required for any major aircraft development," Mr. Ross said.

The man behind the British venture, aeronautical researcher Max Rynish, says:

"The new nuclear powered airships, designed to carry immense loads of cargo, will revolutionize traditional cargo transport methods and lead to an unprecedented boom in trade.

"Airships built today would be different from those built in the late 1920s. The fire risk which haunted the old rigids is gone. The modern ships would use safe, non-flammable helium, now available in large quantities. The old airships used highly flammable hydrogen to get their lift.

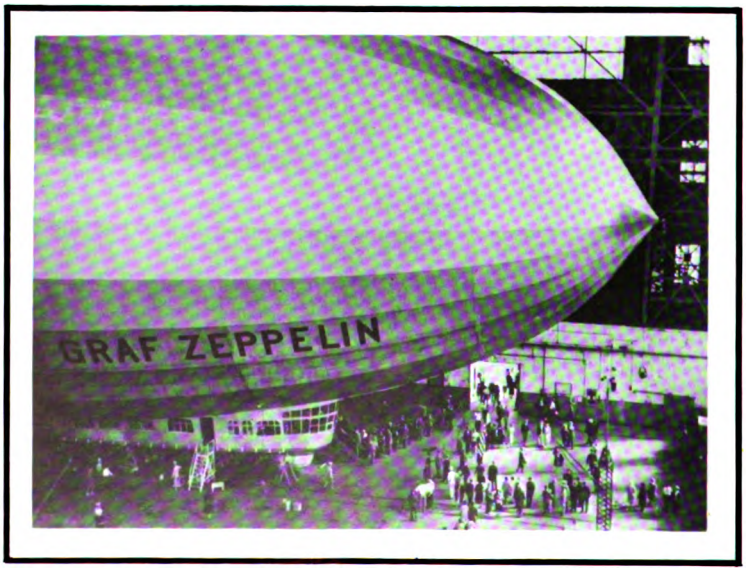
"Nuclear engines like those in atomic submarines would give airships unlimited range and ability to stay airborne for up to six years at a time" Rynish added. "These airships, each carrying 500 tons of cargo at 100 miles per hour, 2400 mil a day, would not need expe runway complexes. They simply hover above the lo and pickup areas at factori docks."

According to Rynish, containers would be transf to and from a hovering a by helicopter in the same an ocean terminal is serv a flat bottomed barge.

Before the unseating Labor government in B Raymond Fletcher, Labor told the House of Commo the modern version of th war airship is staging a back because airships are less. They can carry hug goes farther and faster th type of surface transport like airplanes the airshi anchor itself a thousand the air. He said the m of heavy-duty trucks wou appear from the roads present system of road, r air movements is com revolutionized.

The Goodyear Aerospac poration, builder of near airships and countless b has proposed developmen city-to-city airship shuttle would be able to pick deliver passengers and c the city center rather tha airport some distance fr city.

Interest in lighter-t aeronautics dropped shar ter the series of dirigi asters of the 1920s and then increased somewhat years following World Proponents of dirigible had high hopes for their at the beginning of ea decade since that time. now entered a new decade terest in blimps and di is again gaining mo Lighter-than-air cargo senger carriers may yet a part of our transporta tem and a new gener Americans may marvel sight of gigantic dirigi very "cigars in the sky than any of today's c passenger planes.



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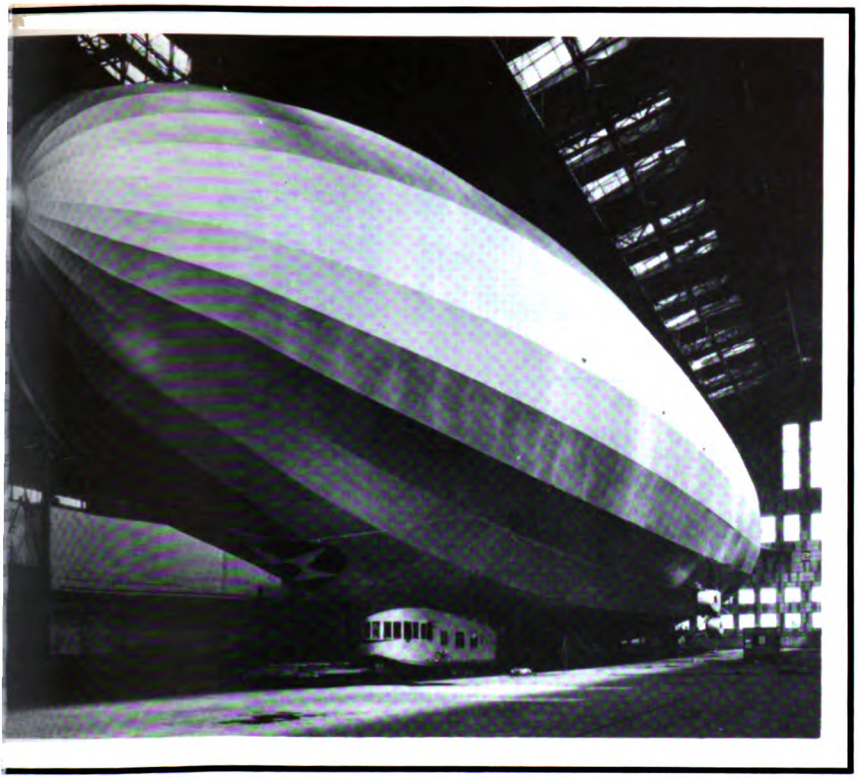

opposite page): Bridge of the R-100, photographed on a
r London; Bottom (opposite page): The Graf Zeppelin;
ne Akron at Naval Air Station, Lakehurst, N.J.; Below:
om on the R-100; Bottom Right: Pullman-type accommo-
n the Graf Zeppelin. (National Archives Photos)

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The MTMTS Comptroller deals in mission and objectives more than an staff officer. Essentially the management function is concerned with

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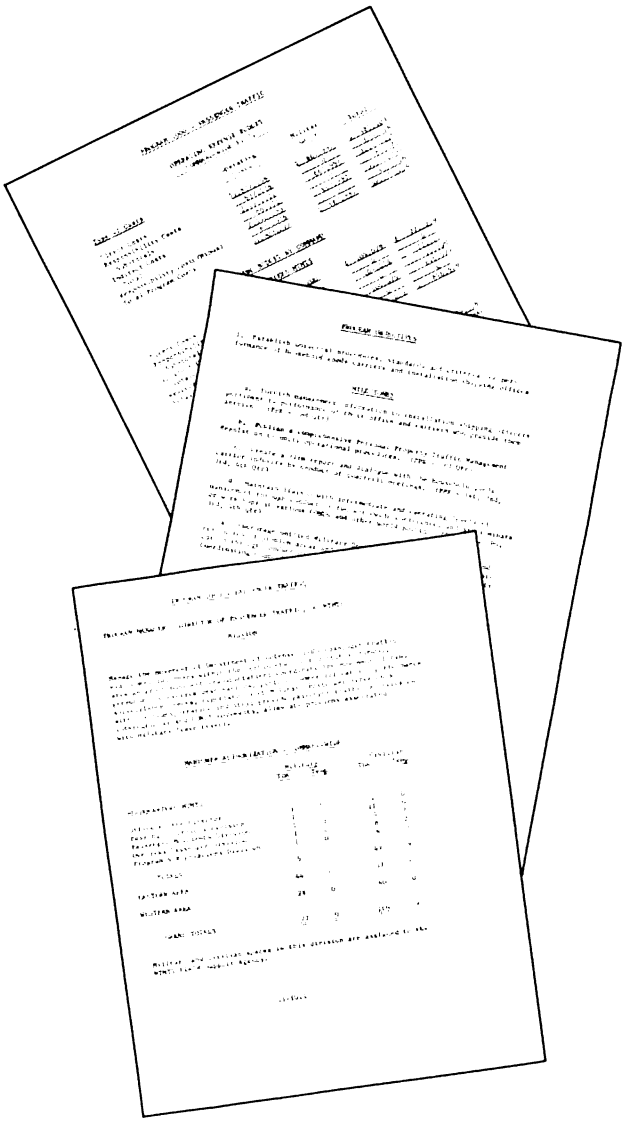

Stretching the budget dollar and ge maximum return from all funds spent t complishing the mission—that is the f of the Comptroller Directorate of MTMT face of shrinking Defense budgets it somewhat analogous to building a house money. It requires a decision as to wh done more cheaply and what can be om value of every feature or appointment reappraised. Ultimately, it requires th scrutiny of the fundamental concepts o objective of MTMTS and the priorities

To people not familiar with the job of troller, it is a surprise to learn that he mission and objectives perhaps more than staff officer. It is his task to deduce fr a yearly operating program for the comm program must be shredded out to indi is to be done, the resources in manpower available to do it, and an assignment of for their accomplishment.

At this juncture, the comptroller's job two major areas: Program Management source Management. Related and yet wi mental differences, an understanding of technical, comptroller-concepts is neces managers at any echelon. The differences illustrated by comparing the operation a supply room. To be effective, the sup must *issue* when demands are received. this is the overriding requirement to co withhold the items stocked on the sup shelves so that they will be available f needs when they come along.

Program management is concerned w all things necessary to support the mis source management places limits on the to the extent that resources are availab sures their expenditure in the priorities have the greatest return.

Program Management

Six months ago the Comptroller Direct gan the task of charting a new approa

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la Murray and Henry H. Rankin, Comptroller Directorate, HQ, MTMTS

ANS AND MONEY

agement for MTMTS. Although former contained an abundance of information Command goals, annual objectives and r and manpower resources allotted to and, a serious weakness existed in that programs were not priced-out nor were established. Further, these programs formance indicators or milestones for accomplishments.

nge which was instituted for the current overcame these shortcomings and, for me, a full range of price information is ided to show the resources in both man- funds required for each of 18 separate

ges of the new approach are that pro- agers will now have a management tool e used to measure program accomplish- us the resources utilized on a Command-

ogram begins with a mission statement he manpower authorized and the op- dget, lists routine recurring activities rmance indicators, and indicates objec- iority sequence with milestones or time- ks which lead to accomplishment of spe- ives.

operates under a system of vertical pro- agement which places responsibility on ers program managers (heads of princi- ements) for development and evaluation s on a command-wide basis throughout ach of the program managers is a mem- MTMTS Program and Budget Advisory (PBAC) with the Chief of Staff serving n of the Committee. The PBAC meets roblems relating to program and budget riorities for budget submissions, alloca- nds and manpower, and program de-

separate programs as approved by the Committee and by the Commander, are nto a single Command Operating Pro-

Continued on inside back cover

Idella Murray

Henry H. Rankin

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Labor-Management Relations at MTM

by Lee C. Nolan, Directorate of Personnel, HQ MTMTS

The full impact has yet to be realized, but Executive Order 11491, effective January 1, 1970 has become an important document affecting working conditions of Federal employees, including the more than 6,000 working for the Military Traffic Management and Terminal Service.

This new order updates the framework for union recognition and collective bargaining in the Federal Service.

A newly established council and a panel, along with the Department of Labor's Assistant Secretary for Labor-Management Relations and the Federal Mediation and Conciliation Service (FMCS), have been developing new comprehensive regulations and policies since the first of this year.

The Federal Labor Relations Council was established to serve as the central authority to administer and interpret the Executive Order; the Department of Labor's Assistant Secretary for Labor-Management Relations has been assigned the responsibility of settling bargaining unit and representation election disputes and to decide unfair labor cases. The FMCS has taken on the responsibility of assisting local parties by mediation to work out bargaining disputes in the Federal sector. The new Federal Service Impasses Panel will take final action to resolve negotiation impasses.

The Civil Service Commission has been developing and providing extensive guidance during the past few months. These actions require additional time for implementation by the Department of Defense and the Department of Army.

Accomplishment of the functions assigned to these agencies resulted in a waiting period at the local level as the unions and managers marked time while the new rules and regulations were promulgated. There was general lessening of organizing activity by the labor organizations and a reduction in granting new exclusive recognitions and in completing the negotiation of agreements.

Now that most of the governing regulations have been published, the tempo of union organizing appears to have resumed throughout MTMTS. Active Labor-Management Relations Programs a in effect at Headquarters, Eastern Area, Area and the Transportation Engineering (TEA) at Fort Eustis, Va. The American tion of Government Employees (AFGE), the largest labor organization in the Feder ernment, has official recognition at Headq Eastern Area, Western Area, and TEA.

In addition to the AFGE, the National tion of Federal Employees (NFFE) has r tation at Eastern Area and Western Area. ternational Association of Firefighters (IA representation at Eastern Area, and the Maritime (NMU) is recognized at Western

At present, MTMTS has 25 exclusive ba units. One union represents all eligible e (members and non-members) in each of clusive units. Thirteen of these units are by negotiated union-management agreement are six formal units at MTMTS. Each uni least 10 percent membership in the for and is limited to representing only its These formal units are due to be terminat regulations to be issued by the Federa Council before October 1.

The unions will likely compete to orga employees in the six formal units to gain recognition by seeking the support of the through an election for each unit. In addi increase in exclusive units, it is anticip a sizeable number of new agreements wi gotiated.

The Labor-Management Relations Pro become an integral part of the local civ sonnel programs throughout the Comm proved communications have resulted labor-management meetings, offering a di nel through the union to the workforce. In to the oral communication at Headqua minutes of the meetings are summar printed in the Headquarters Bulletin fo formation of all supervisors and employ

Continued on page 15

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TO'S HOTLINE

G NAMES, NOT PERFORMANCE

his month, the Military Sea Transportation Service (MSTS) is known Military Sealift Command. The change in title was approved by Deputy Secretary David Packard last month.

REFUL ESTIMATE OF CONTAINER NEEDS

ents to vessel operators on the number of containers being shipped are n shippers' requests for containers. Shippers should take extreme estimating to avoid subsequent cancellations.

LUE=HIGH SECURITY

ipping high value items, consider all modes of transportation. The cure means of shipping should be considered for all such items. ly the loss of such a shipment valued at thousands of dollars results im of only a few hundred dollars. Paragraph 214049, Valuation of ., MTMR, should be considered for high value shipments when there is mitation on a carrier's liability.

NATURE IS NEEDED

members receiving household goods at their residence have to sign the if loss or damage has occurred to their household goods. ITOs are d to advise each personal property owner of the necessity of g the shipment and signing the GBL. See Paragraph 6008 of the PPTMR.

ING OF CARRIERS

r under suspension may be reinstated short of the time period d in the Table of Suspensions if he can conclusively prove to the tion of the suspending activity that the suspension was unwarranted. ragraph 6005b (2)b 4, PPTMR for more information.

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TO'S HOTLINE

AIR SHIPMENT IS NOT ALWAYS THE FASTEST

Shippers often use air service for shipments to Aerial Ports of Embarkati (APOEs) because they believe this service is always the fastest means of transportation. Sometimes this is not true. In many cases, travel to an from the airport takes more time than the actual air movement. Also, air shipments can be delayed at airports and interchange points. Before sele air service, shippers should check all aspects of the movement to make sur that air movement is the best way to get the shipment to the APOE on time.

DISAPPROVAL AND SUBSEQUENT REMOVAL

If a warehouse facility is disapproved after a shipment of household goods has been placed into Storage In Transit (SIT), the shipment should be move from the warehouse at no expense to the Government or the owner. This activity is covered in Paragraph 16, Tender of Service, PPTMR.

YOU WILL PASS WITH GOOD MARKS

When reusing containers, make sure that all old markings are obliterated and that your new marking is the only visible one. Having multiple markings on containers causes considerable confusion and difficulty in handling of shipments.

IT MATTERS ABOUT A MATTRESS

Shipping a mattress in a carton is usually done only with standard mattre and box springs. Mattresses contained in rollaway or hide-a-beds are generally shipped "as is" when shipped as a unit. Only under unusual circumstances should carriers be required to place mattresses from rolla and hide-a-beds in mattress cartons.

EXTENDING STORAGE-IN-TRANSIT

The 180 days maximum period for storage-in-transit may not be administrat extended except under provisions of JTR, Pars M8100-5 and M8100-6.

A HOME IS NOT A TANK

The problem of moving oversized mobile homes (over 12 feet wide) continu to exist. The DoD cannot obtain state permits because they are unable t support the movement of a mobile home as essential to national defense. the carrier applies to the individual state and fails to obtain a permit only power the DoD has is the power of persuasion.

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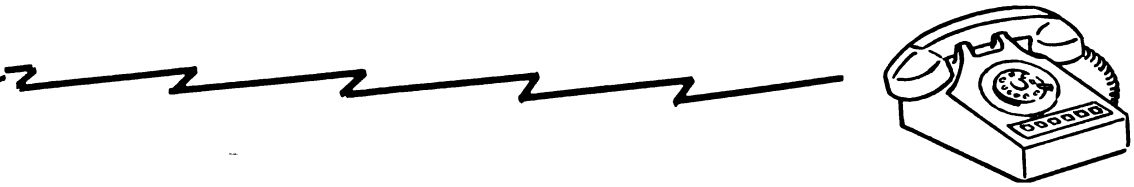

INATION: MALTA

locuments pertaining to personal property shipments to Malta should be
irded via regular mail rather than U.S. registered mail. The latter
)d sometimes takes up to six weeks before it is received in Malta.

STRUCTURE AND WEIGHT OF MOBILE HOME

vice member who requests shipment of a mobile home should be advised
the mobile home must be structurally sound and not overloaded since any
for damage may be denied because of structural weakness or overloading.

RKS BOTH WAYS

20 of the TGBL Rate Tender is being interpreted by CONUS ITOs as only
ing from overseas points to CONUS, This is not true. Paragraphs (b)
d) apply between CONUS and overseas areas. When Government-owned
iners are made available to a carrier the TGBL should note: "Government-
containers furnished by origin transportation or shipping offices."

IS THAT PLACE?

TMTS-TGBL Computer Printout Rates contain rates to both Erithrea (ER),
viated ERIT and to Ethiopia (ET), abbreviated ETHIO. Both are
nation areas from CONUS. Erithrea, a coastal province of Ethiopia, has
arate rate because of the high volume of shipments going there. Using
thiopia rate for shipments going to Erithrea causes improperly billed
ents. In the absence of rates for Erithrea, ITOs should negotiate
Time Only" rates described in Paragraph 6001 f (3) of PPTMR.

IMES EXTRA PROTECTION IS NEEDED

hough it is required that shipping containers be weatherproof and
ntial enough to provide maximum protection for personal property
its, shipments held in open storage areas at terminal facilities do
e further protection from the elements. Requirements are covered in
aph 21, Tender of Service, PPTMR.

G SHOULD BE DONE IN THE HOME

ITOs should make sure that all items of a household goods shipment are
nerized at the member's residence. Removal of goods for packing at
rrier's warehouse due to lack of containers at the member's residence
ly be done with the ITO's permission. Failure of a TGBL carrier to
this procedure is a violation of the carrier's Tender of Service and a
for suspension.

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TO'S HOTLINE

FEDERAL TRANSPORTATION TAX

PUBLIC LAW 91-258, which became effective July 1, 1970, revises the Federal tax laws relating to air transportation of passengers and property. This tax applies to both scheduled and chartered flights including services and ferry mileage charges. The tax rules regarding cargo, personal property and unaccompanied baggage require the levy of a 5% tax on domestic shipments when origin and destination points are in CONUS, Hawaii or Alaska. On shipments between CONUS and Alaska or Hawaii, the domestic portion of the shipment is taxable. Other international shipments are fully exempt provided the movement is continuous and in due course so exported. The passenger tax of 8% for domestic travel applies between points in CONUS including Canadian and Mexican "buffer zones" and points within Alaska and Hawaii. An "International" tax of $3.00 per passenger applies on air transportation from CONUS, including Alaska and Hawaii, to points in a foreign country (beyond buffer zones) and to U.S. territories and possessions. Transportation between CONUS and Alaska or Hawaii, and between Alaska and Hawaii, is taxed a combination of the $3.00 International tax, plus the Domestic 8% tax for the domestic portion of the route. In view of the complexity of the tax law, questions regarding specific travel and taxes should be addressed to the airline concerned.

NEW CHARTER CERTIFICATE

The National Bus Traffic Association has issued a new Government Charter Coach Certificate to support billings for chartered services furnished the DoD. The new certificate facilitates completion, review and execution and may be accepted in lieu of the Military Charter Coach Certificate currently cited in Figure 306-1 MTMR, AR 55-355 and Part III, Joint Bus Military Agreement No. 5

CAUGHT UP IN THE SAME OLD MOVE?

There are new means of securing economies in traffic movements in CONUS. These include mini-trains and unit-trains of both long and short hauls, however, the basis for negotiations is repetitive volume movements. If you have repeat shipments of large weights, be sure to request routings from Area Commands for possible negotiations in cost savings.

INSTALLATION CAPABILITIES

A joint regulation (AR 55-4) (OPNAVINST 11200.7) (AFR 75-23) (MCO 4810.1) (DSAR 4510.8) is now in effect covering the peacetime and mobilization capabilities of military installations to meet daily unload and outload requirements. If significant changes have occurred at your acivity (additions, damages, curtailments) this data should be forwarded in keeping with Paragraph 6 of the regulation.

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Roland L. Guyotte, Executive Civilian Assistant for Transportation Affairs to the MTMTS commander, presents check for membership dues to Eva M. Munden, Second Vice President of AFGE Local 909.

OR-MANAGEMENT

Continued from page 10

Eastern Area, union representation is pro- by four labor organizations. This places demands on local managers, since the are constantly competing to gain and main- presentation in the work areas. The success labor relations program at Eastern Area is d by a recent letter of commendation to retary of the Army from the national pres- the AFGE in recognition of the outstand- bor-Management Relations Program devel- Eastern Area.

Western Area the situation is challenging three unions are aggressively providing ntation for employees at Oakland Army d Military Ocean Terminal, Bay Area. In months significant progress has been made oving relationships between the unions and nent at Western Area. Notable success in ng and presenting specialized training in lations for the managers and supervisors achieved. This has brought an increase in communication and cooperation between the local parties.

At TEA all employees except supervisory and professional employees are provided representation by one labor organization which meets with the servicing Civilian Personnel Officer on a regular basis.

MTMTS' commander, Army Major General Clarence J. Lang, personally indorses the right of the employees to freely join and participate in the Labor-Management Relations program. General Lang maintains an open door policy for local union officials and is represented in monthly meetings of the Union-Management Cooperation Committee by the Headquarters' Chief of Staff.

MTMTS labor-management meetings are providing a basis for frank exchanges of views by union and management representatives concerning the various operations of the civilian personnel program and are making possible the improvement of working conditions for employees.

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SELF-SUSTAINING SHIPS

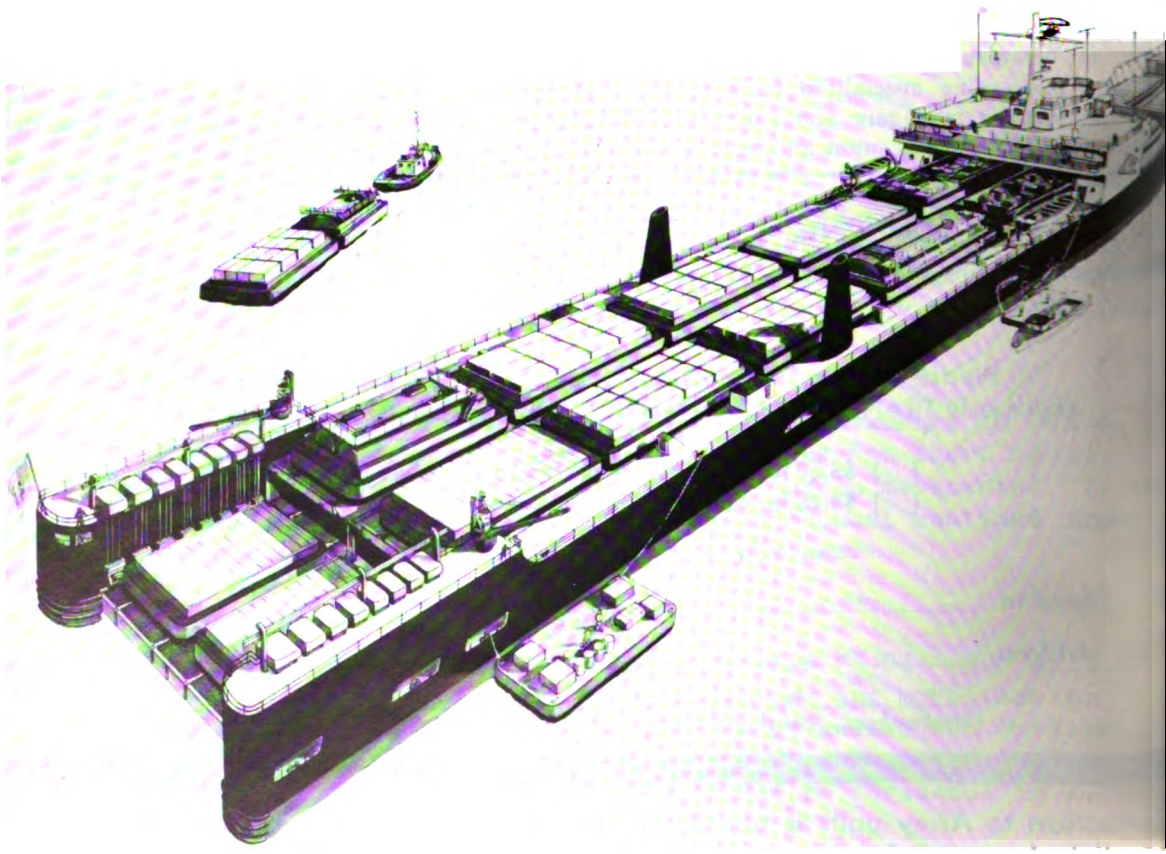
by Robert F. Waldman
Directorate of Plans, HQ MTMTS

The movement of comm
type containers to overseas
tinations is increasing co
ously and with the increa
a demand for more cont
ships and a means to load
unload them.

During the early days o
tainerization very few port
the capability of loading
unloading container ships
day there are several me
of loading and unloading
cluding self-sustaining ship
huge permanent cranes a
ports.

Originally, self - susta
ships were utilized by s
shipping companies as
ports of discharge didn't
pierside cranes of sufficie
or design. A system of thi
is being used in Vietna
shuttle ships moving cargo
ports that have piersid
tainer cranes to smaller
not so equipped.

Forming an integral p



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ip, these gantrys travel
l and aft on rails located
outboard edges of the
'he hoisting mechanism
from port to starboard
the ship, and with fold-
s extended can pick up
loads on the wharf or in
on either side.

systems are equipped
ecial spreader bars with
ic container hooking de-
ıd self-leveling arrange-
Such devices assure that
tainers are maintained
ally during handling op-
no matter where the
inal or transverse center
ty of the container may
ed.

ovements of the aboard-
ne are controlled from
ator's cabin and in prin-
ship can be loaded or
by one crane operator,
ng all manpower in the
on the deck.

re modern world ports install the massive container cranes the need for self-sustaining ships decreases. Almost all of the second generation high speed, cellular containerships are dependent upon shore based crane support.

The disadvantages of the self-sustaining ships are numerous. Cranes aboard these self-sustaining ships have limited reach and can service only one lane of traffic on the pier apron. Additionally, the installation of these cranes adds significantly to the ships' topside weight and creates a high center of gravity which may cause some lack of stability in rough seas.

Another drawback is that the cranes automatically limit the size of the deck load a vessel can carry. A final consideration working against the widespread installation of ship-mounted cranes is that the infrequent use does not justify the installation and maintenance costs.

Although the crane devices aboard these ships are known by a variety of trade names, each of them is basically a traveling gantry crane system mounted aboard ship. While a number of containerships are equipped with such devices, they are by no means the only method of working a container ship. In fact, a large number of alternate systems are available offering a variety of container handling capabilities.

Cargo booms, roll-on/roll-off ships, Ships-Helicopter Extended Delivery System (SHEDS), barge carrying ships, floating crane systems and shore-based cranes are methods of ship-to-shore container transfer.

The handling of containers by ship's cargo booms is sometimes practiced, but usually only when a relatively small number of containers are being handled or where container and breakbulk shipments are made on the same

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ship. In such an operation containers are usually carried on the main deck where lifting and transferring by ships booms can be readily accomplished.

Roll-on/roll-off ships allow their cargo to move out of the ship on wheels or tracks eliminating the need for ships gear. These vessels are particularly well adapted to container operations. Containers mounted on wheeled chassis can be loaded in depots, moved directly to ports and driven aboard the vessel. At point of debarkation, the mounted containers can be rolled off the ship and clear the port immediately.

The Ships-Helicopter Extended Delivery System (SHEDS) is designed to circumvent the container lighterage bottleneck by using a helicopter. This concept has been tested using a S-64A Sikorsky *Flying Crane* helicopter equipped with a winch capable of hoisting or lowering a 10-ton container load. A fully operational SHEDS system would use four aircraft in a flight pattern permitting a container lift-off every 2 and 2/3 minutes. Such a system could discharge a containership carrying 20,000 measurement tons of cargo in two days.

Now under construction or in the early stages of employment are the self-sustaining barge carrying ships (LASH and SEABEE). These vessels involve loading of cargo on lighters or barges which are then taken aboard the ocean going vessels and transported to an overseas destination. The LASH vessel is cellularly constructed with one version designed to handle a cargo mix of 415 short ton capacity barges and standard containers.

The SEABEE with a non-cellular horizontal hold, has a barge, container and roll-on/roll-off capability. This vessel can carry 38 of the 850 long-ton capacity barges. Cargo combinations of barges, containers, and roll-on/roll-off vehicles can be achieved with a maximum container capacity of 1500 units. Barge loading and discharge is accomplished by a stern mounted elevator that can work all 38 barges in 10½ hours.

Floating crane barge systems have been used for many y to handle ship cargo in br bulk loading and discharge erations. They are availabl a wide variety of capacity crane design, generally of rotating type with boom st ture. While they can be use handle containers as well breakbulk cargo they are ideally suited for such op tions. Major restrictions in a relatively slow discharge and listing as cargo is tr ferred.

There is a floating crane tem that is being developed clusively for container han operations. It is a split h container crane. This crane a crane bridge supported structure which can be r and lowered on kingposts.

Regardless of the system for the discharge of today's sels, the industry is contin to develop new methods be the future will no doubt de innovations. When bigger faster ships begin to sail, bi payloads will have to move f during loading and unlo operations.

MTMTS CREATES NEW MARKING TO EXPEDITE HOUSEHOLD GOODS

WASHINGTON, D.C.—A new permanent marking has been designed by Headquarters, Military Traffic Management and Terminal Service (MTMTS) to expedite the movement of government-owned household goods containers.

The new marking, to be stenciled on one end and one side of each Type II box—a wooden box measuring 90 inches long, 43 inches wide and 70 inches high—was primarily created to quickly identify the household goods containers in aerial and water ports.

MTMTS officials in the Directorate of Personal Property say the new orange-colored marking, an 8x10½ inch block enclosing the letters DPM (Direct Procurement Method) with an arrow passing horizontally through these letters, and the word EXPEDITE, will not conflict with any other permanent markings on the box. Furthermore, this marking is unique in the sense that it will not be confused with other commodity-colored markings already in government transportation sys

One of the benefits to be de from the rectangular orange m ing is that government inspec at the ports could more re identify the container as b DPM (*i.e.*, government-ow and immediately check the quired delivery date on the If delivery is overdue, the spector can then take proper a to get the box moving.

At present there are over pack and crate contractors are responsible for applying new marking requirements on Type II boxes. Stenciling the will not bring additional cost to government, since the contrac ready allows for re-marking ices.

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n of the Personnel Direct-
adquarters MTMTS, has
been reorganized as a
the Department of the
npower Utilization Sur-
uidance from the Chief
United States Army. In
provide more efficient
wide manpower man-
the Force Development
was formed. The man-
ranch of Programs and
nt Division, Comptrol-
e Manpower Division of
nel Directorate comprise
s of the new Force De-
Division.

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ease in the use of con-
l continue. Brigadier
tis E. Winn, USAF,
eputy Commander, re-
the American Trucking
Munitions Conference
than 60 percent of all
go is amenable to move-
containerized system.
does not include such
as vehicles, ammuni-
inery and lumber.

★ ★

nd annual all-jet Mili-
Command Combat Air-
tion was held recently
Air Force Base, Cali-
gned to evaluate the
of MAC combat air-
the competition saw
l maintenance people
of MAC's six airlift
wo Associate Reserve
peting against one an-
flew missions that
oximated the kind of
hat MAC crews per-
ctual combat situation.

CAPTAIN JACK BISHOFF APPOINTED MTMTS ASSISTANT COMMANDER

Captain Jack Bishoff, SC, USN, has been named Assistant Commander of the Military Traffic Management and Terminal Service (MTMTS). Captain Bishoff comes from one of MTMTS' subordinate commands, Eastern Area, MTMTS, in Brooklyn, N.Y., where he served as deputy commander

since October 1967. He succeeds Brigadier General Otis E. Winn, USAF, who joined MTMTS in February. General Winn has been appointed Deputy Commander of MTMTS, succeeding Rear Admiral Elliott Bloxom, SC, USN, who departed MTMTS in June to become Atlantic Fleet Supply Officer in Norfolk, Va.

Before his assignment to Eastern Area, MTMTS, Captain Bishoff served as Director of Freight Terminal Service, Naval Supply Center, Norfolk, Va. A Navy officer since 1943, he was Senior Supply Officer of the Naval Advisory Group in the Republic of Korea during 1952-53. This was followed by a tour of duty as Director of the Surface Traffic Division in the Navy's Bureau of Supplies and Accounts, Washington, and duty under instruction, Armed Forces Staff College, Norfolk. From 1957 to 1959 he was Transportation Officer on the staff of the Commander-in-Chief, U.S. Naval Forces Eastern Atlantic and Mediterranean, in London. After his tour in London he served at the Navy's Ships Parts Control Center, Mechanicsburg, Pa., then was Supply Officer of the submarine tender, *USS Howard W. Gilmore,* homeported in Charleston, S.C. From 1963 to 1966, Captain Bishoff served another tour of duty at Naval Headquarters, Washington, first as Director of the Warehouse Operations Division, Bureau of Supplies and Accounts, and subsequently as Assistant Deputy Director of Transportation, Navy Supply Systems Command. During his tour at the Naval Headquarters, Captain Bishoff was a member of the study group which did the early planning leading to the development of MTMTS. In 1965 he was the Navy representative on the implementation group which established the MTMTS Headquarters in Washington.

★ ★ ★

Figures made public recently by the Military Sealift Command show that $78.3 million was committed to the U.S. commercial shipping industry during June. Of this total, approximately $76.3 million was for new charter contracts. The remainder was for extension of existing time and voyage charter agreements.

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Newsreview

WESTERN AREA MTMTS HEADQUARTERS ASSIGNED BASE COMMAND FUNCTION AT OAKLAND ARMY BASE

Base Command, a new organization under Headquarters, Western Area Military Traffic Management and Terminal Service, has taken over all post operating and support activities at Oakland Army Base and Fort Mason (San Francisco).

Approximately 700 military and civilian personnel were transferred on July 1 to Base Command, headed by Army Colonel Owen J. Walsh, former director of passenger traffic for Western Area. Colonel Robert A. Allen was designated executive officer of the new command.

Western Area MTMTS controls the movement of military freight, cargo and Army passengers and the input of military air cargo into aerial ports of embarkation.

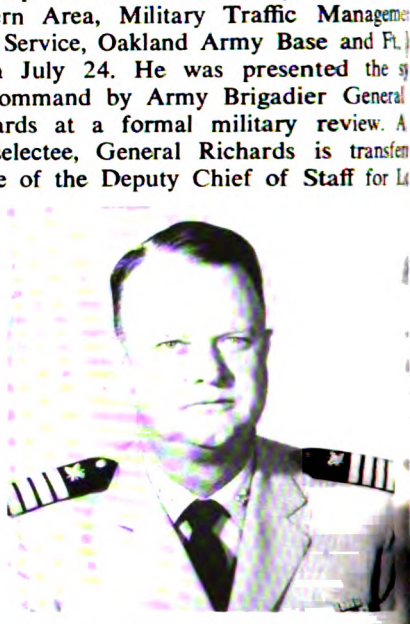
Under Colonel Walsh's Base Command will be most of the on-base functions and activities formerly performed by various directorates of Western Area MTMTS. These include the engineering, supply, equipment, commissary, mortuary, family housing and food service operations of the Directorate of Installations and Services.

Also going to the Base Command are several activities and units previously under the Directorate of Personnel and Administration: chaplain, headquarters troops, messing and billeting, special services, education, Army Community Services, non-appropriated funds and military training.

The commercial travel services of the Directorate of Passenger Traffic and the Provost Marshal Office were also placed under the Base Command.

CAPTAIN HENNESSY ASSUMES COMMAND AT WESTERN AREA

Navy Captain James L. Hennessy assumed co of Western Area, Military Traffic Manageme Terminal Service, Oakland Army Base and Ft. Calif. on July 24. He was presented the s flag of command by Army Brigadier General H. Richards at a formal military review. A general selectee, General Richards is transfer the Office of the Deputy Chief of Staff for L



Department of the Army, Washington. Capta nessy has been deputy commander and chief of Western Area, MTMTS, since September 1

Prior to assignment to Oakland Army Base Hennessy was executive officer of the Naval Center, San Diego. He previously served in Francisco Bay Area from 1957 to 1960 as of the Freight Terminal Department at th Oakland Naval Supply Center.

Major General Clarence J. Lang, right, Commander, M Colonel William E. Burton, Director of Passenger Traf at opening of the new Passenger Operations Center, w the center for the PASTRAM System (Passenger Traf ment System) at Headquarters MTMTS. PASTRAM op ployed in the new facility will use 10 Burroughs Co Tubes (similar to TV picture tubes), 15 IBM 1050s and 9200 to manage group passenger movements (10 or m and the movement of inductees from examining stati training centers.

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al Thomas S. King, Jr., left, retired July 1 after 34 vy service. He was presented a second Legion of Merit TS plaque by Vice Admiral Arthur R. Gralla, Comitary Sea Transportation Service, right, for outstanding as Deputy Commander, MSTS.

ieral John E. Murray, Director of Army Transce of the Deputy Chief of Staff for Logistics, receives from General Frank S. Besson, Jr. and General ghter, Mrs. Valerie Campbell. Looking on at the mnoy is Lieutenant General Joseph M. Heiser, Jr.

EASTERN AREA MTMTS HOSTS CARGO DOCUMENTATION PANEL

Recently, members of the Panel on Military-Commercial Cargo Documentation inspected the facilities of Headquarters, Eastern Area Military Traffic Management and Terminal Service, at both Brooklyn and Bayonne. The group, under the Chairmanship of Major General John J. Lane, USA (Ret.), was formed by the Maritime Transportation Research Board of the National Academy of Sciences, National Research Council, to determine the feasibility of developing a common system for documenting military, civil agency, and commercal shipments. According to General Lane, the study will provide a basis for facilitating cargo

movements by coordinating military, other governmental and commercial efforts in the area of paperwork simplification.

Pictured above (left to right) are: Colonel C. E. Miles, Jr., Commander, Military Ocean Terminal, Bayonne; Armour Armstrong, Chief, Office of Ports and Intermodal Systems, Maritime Administration; Robert Porter, Assistant to the Vice President, Eastman Kodak Co., and General Lane, Director of Management Services for Consultants International and former commander of MTMTS.

★★★

MTMTS Command Traffic Management Awards will be presented in September at the National Defense Transportation Association's annual Transportation and Logistics Forum in San Francisco by Major General Clarence J. Lang, Commander, MTMTS. The engraved plaque awards will go to civilian employees and enlisted personnel of each of the Services and the Defense Supply Agency in recognition of outstanding service at the installation transportation office level. Awardees will be selected on the basis of their contribution to the success of the total Defense transportation mission.

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Newsreview

Military Sealift Command announced recently the rechartering of the *SS Monticello Victory* owned by the Monticello Tanker Company of New York. The 49,200 dead weight ton tanker will perform two voyages following its present MSC contract. The ship, capable of carrying 47,000 long tons of petroleum products, joins the fleet of 36 tankers currently under various types of charter to the Navy's sealift command. In addition to the chartered ships, MSC operates a fleet of Government-owned tankers which, when combined with the chartered vessels moved more than 25.5 million long tons of petroleum in worldwide support of Armed Forces during fiscal year 1969.

To further maximize efficiency of container traffic to Puerto Rico from East and Gulf Coast ports, new demurrage rules will be instituted on the island on September 1 by the four major carriers, according to Development Counsellors International at New York.

★ ★ ★

Colonel J. F. Hyde, Provost Marshal, Headquarters, MTMTS, reports that "Recent thefts of arms and ammunition have increased alarmingly and are of grave concern at all levels. The security of weapons and ammunition is of great importance and continues to be a critical item of interest."

A Military Travel Guide the location of all military lations in the United Stat best routes to the main g services to visitors will s available.

A group of service wi tioned in Washington compi published the 144-page boo signed to fit in the glove co ment of an automobile, th contains AUTOVON and o cial telephone numbers also listings for 12 emergency a sistance facilities. Additio tions feature food and sale motive and recreation f Recreational sites operated military, separate from bas are included. The Military Guide will be available exchanges next year.

JIM BROZ RETIRES AFTER 49 YEAR TRANSPORTATION CAREER

OAKLAND ARMY BASE, Calif.—After 49 years in the transportation field James J. Broz, Deputy Director of Freight Traffic for Western Area, Military Traffic Management and Terminal Service, has retired, but only from Federal Civil Service.

On July 31 Broz ended his civil service career which began in 1951. He will, however, continue as the administrative and teaching director of the Traffic and Transportation Program at Golden Gate College in San Francisco.

Broz began his transportation career with traffic management courses at Stanford University from 1921-1923.

He then worked 12 years with the Southern Pacific Company and three years with Valley Motor Lines in Fresno, Calif. Next, he served as an examiner and assistant rate expert for the California Public Utilities Commission and later as manager for a Las Vegas mag-

nesium firm until 1945. In that year he opened a private law office and practiced transportation law before the ICC, the California Public Utilities Commission and in the Federal courts, including the U.S. Supreme Court.

In 1951 he went to Wa D.C. as the senior civilia manager in the Army T Transportation Office an years later moved to Dayto as a member of a committ established the Air Force Traffic Offices throughout t try.

Broz came to Oakland Base in 1957 as executiv of the Military Traffic ment Agency, a predec Western Area MTMTS, wh trols the movement of all freight, cargo and Army pe in the 14 western States.

He is a national direc a member of the board o iners of the American So Traffic and Transportation 19-year member of the Defense Transportation tion. He also holds membe several other transportati organizations and professi ternities.

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IG WITH STEALING

Continued from page 8

ction of Government property. Inspecting for possible pilfered items is a spot- job of the guard force.

ility of practical transportation techno- curity measures is somewhat limited. The mon of these measures is the protective tem. It will sound a signal if unauthorized ttempt to gain access to the cargo.

h closed circuit television is an excellent g device, its effectiveness is limited to s. It is most useful at entrance gates, king areas, loading, unloading, and re- eas.

d badge systems also help to control ac- litary cargo. Employees are issued iden- ards permitting them access to all areas basically administrative in nature. More eas require more stringent controls such -pass or badge system, a badge exchange a multiple-pass and badge system.

onal programs for employees, which ul- each that "Crime Does Not Pay," can . The obvious limitations are that it is o teach an old dog new tricks, or to be se, to teach a new dog not to try his old n." A possible solution is strict personnel Panelists of Metropolitan Traffic Asso- New York agree that "the best deterrent hefts, pilferage, and to some extent, hi- thorough and detailed employee screen- before and after they are hired."

ig to Robert Sweeny, supervisor of the Interstate Shipment-Hijacking Squad, office FBI, most big thefts and losses ide help in the form of tips, signals and ssistance. High rejection rates among nts such as the 43 percent rate of Con- reightways of Newark, New Jersey, are

there is an armed hijack, a theft of a railer at a time when the driver has left it, the stealing of a single package load, or casual pilferage of a single item, ust have been presented an opportunity ther by fortune or otherwise. A highly well screened working force is much to give the thief the inside help he requires.

defensive security measures taken by nent of Defense are simply not keeping the growing crime movement. Govern- due to thievery can only be minimized when supervisory and operating personnel recognize the need to develop a high degree of security consciousness. There must be cooperation among shippers, transshippers, carriers, and consignees in order to raise the level of protection for every DoD shipment.

Shipments should be moved rapidly with a minimum of handling and transfers between carriers. Advance shipment notification must be provided terminals, transshippers, and consignees. Inventory and accounting systems require strengthening. There should be prompt notification to carriers of any loss or damage in shipment so that there can be an aggressive follow-through on claims.

Cargo must be better packaged with less specific content description marked on the cartons. Coded description or bill of lading numbers would be an improvement. Intraterminal transporting of cargo must be closely controlled. Use of receipts, signature-control systems, and pass or badge systems are necessary to limit cargo access to authorized personnel only. Effective physical and procedural security measures, designed to limit access and permit easy surveillance, are essential in storage areas.

Immediate and thorough investigations of losses and suspected thefts, with appropriate disciplinary action when indicated, should be encouraged. Educational programs for employees and detailed personnel screening before and after hiring may be considered two of the more necessary security weapons in the war against pilferage.

The only argument of the believers in the not-beyond-the-point-of-diminishing-returns concept is cost. Better security measures, however, do not necessarily incur additional costs.

Cost avoidances may result from Section 22 agreements. For example, one carrier spends about $50 per applicant in screening of prospective employees. Obviously, any shipper would prefer having his valuable cargo transported by a carrier having such a personnel security requirement than one which does not screen its employees at all. Where the security requirements established by the shipper service are furnished by some carriers within their normal common carrier liabilities, but exceed those furnished by other carriers, the better protection can be obtained to meet the shipper service requirements by the use of an agreement. Where the security requirements established by the shipper service exceeded those normally furnished by commercial carriers, the additional re-

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quirements may be obtained by the use of a Section 22 Tender. In either case, the shipper service must furnish its "special" requirements to MTMTS, and MTMTS will negotiate with the carriers for the inclusion of those special requirements into agreements or tenders as appropriate. Only those commercial carriers which have acceptable personnel security requirements should be selected to transport classified and sensitive cargo.

One principle that seems to impede progress in the war against pilferage is the belief that security measures should not be applied beyond the point of diminishing returns, that point when the costs of additional security measures would or exceed the cost of loss and damage claim cost at better customer relations. The fault diminishing returns argument is that the pronged loss resulting from any theft is no sidered. For every M-16 rifle that is stole DoD loses the money required to make the the rifle is lost, time must be spent to repla rifle, and one American soldier must do with weapon until the next shipment arrives. For reason, blanket security is the only solution effective security system just cannot be main if the attempt is a half-hearted one.

★★★ ★★★ ★★★

FIRST OAKLAND ARMY BASE EMPLOYEE RETIRES

OAKLAND ARMY BASE, Calif.—The first civilian employee of Oakland Army Base retired July 17 after almost 30 years of federal service.

He is Harold A. Wescott, Deputy Director of Installations and Services in the Western Area headquarters of the Military Traffic Management and Terminal Service.

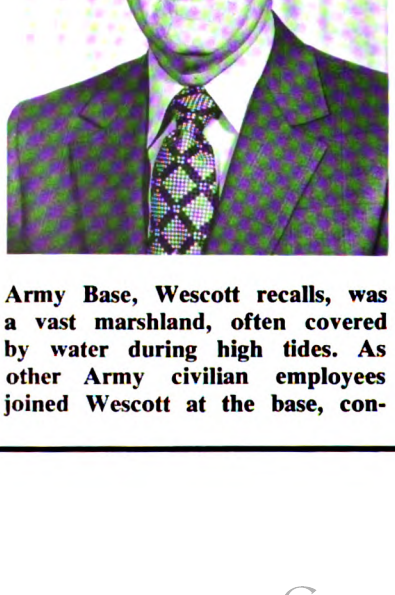
Wescott was not only the first employee, at one time he was the base's *only* employee. As a transportation pier supervisor 29 years ago, Wescott shared an abandoned transit shed at the Port of Oakland with a flock of sparrows and an occasional bat.

He began his civil service career in November 1941, as a rail car checker for the Port Quartermaster at Fort Mason, San Francisco.

With the expansion in military shipping in World War II, Wescott was sent by the San Francisco Port of Embarkation to open a cargo receiving office on Pier 3, Port of Oakland.

The pier and shed were empty except for the hundreds of birds and bats which had made their nests in the rafters. Wescott brought in a desk, a chair and a telephone, but had to cover the equipment at night to protect it from the sparrows.

Most of what is now Oakland



Army Base, Wescott recalls, was a vast marshland, often covered by water during high tides. As other Army civilian employees joined Wescott at the base, construction began on the 60 site in June 1941. Although partly completed, the base formally commissioned on D 1941, the day after the Pearl bor attack, and Wescott's old 3 became a part of the Army complex.

In March 1944 he shed h vilian status for a two-year hi the Navy, returning to the Base in February 1946 as a road yardmaster and later house foreman.

In 1952 Wescott was mad vilian chief of the West Coast sonal Property Agency. Four later he returned to Fort M and in 1963 was elevated to uty Director of Services in headquarters command.

With the transfer of headq ters personnel to Oakland Base in 1964, Wescott reti there in his final capacity as uty Director of Installations Services.

An avid sailboat racer, Wes also enjoys hunting and fishing plans to spend his retirement pursuing these hobbies.

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Continued from page 9

which contains a comprehensive plan for
cal year.

program reflects requirements divided into
incipal categories—routine recurring activi-
ich are essential to mission accomplishment
nual program objectives which contribute to
ent of command goals. The program assigns
es, allocates personnel and financial re-
, and contains progress measuring devices
results or returns from the expenditure of
es.

tionally, the Command Operating Program
schedules of conferences, IG inspections,
er/management surveys, record manage-
rveys and even training that has been pro-
for the fiscal year.

ly after the close of each quarter of the
ar, quarterly Review and Analysis Meetings
l. These meetings are chaired by the Com-
and each program manager is required to
presentation outlining progress made in
ng his program or showing the shortfalls.
resentations include an analysis of opera-
d functional responsibilities and workloads,
n of resources, analysis of problems, re-
unprogramed activities, significant trends
re plans and actions.

OP and the Review and Analysis Meetings
idered to be excellent management tools for
nander MTMTS and his program managers
tion of the MTMTS mission.

s to an end" is a phrase some managers
to be over-used, over-emphasized and
et, it is a fact that end results do not
themselves. By implementing its Command
g Program for Fiscal Year 1971, MTMTS
lished a precise means to attain essential
"ends."

Resource Management

S instituted its present resource manage-
tem on July 1, 1969 in compliance with a
nt of the Army directive implementing
-wide program for decentralizing respon-
for stewardship over Army resources.

f the things the Comptroller Directorate
do were to determine a total cost of our
programs and the functions within them;
measure of workload performance and
manpower utilization; and finally, to
nission costs and support costs.

quired revising the reporting system as
information flowing into the command was not being accumulated to satisfy managerial needs. Essentially, there was no overall reporting system which categorized costs, performance, and manhours expended by function and by program manager. What evolved was essentially a single report which satisfied the management information requirements.

The real change necessary was to improve the accounting system to provide visible cost information so that directors—charged with the job of managing—could do their thing!

Changing the cost accounting system to a managerial accounting system, so that it included all the myriad of details required, was not a simple task. In fact, it has required nearly a year of planning and phasing to complete. The final cost accounting structure, which became effective in July of this year, completed the total information needed by providing data on workload, manpower utilization and performance.

The system developed by MTMTS is unusual in that it enables the program manager to identify the costs of his primary mission, costs of what he is doing for others, and similarly, what he is receiving from others. Ultimately, it provides a measure of effectiveness by comparing planned performance with actual performance.

Of necessity, the Comptroller Directorate has developed abbreviation codes so that command personnel (and the computer) can tabulate information in the right columns, but to the trained eye of the user, the automated Resource Management System reports give a wealth of information. They are so concentrated that a single page tells, with precision, what would otherwise require countless pages of narrative to halfway describe—and then perhaps only in generalities.

The new integrated Resource Management System which was developed will enable program managers to more fully participate in planning, programming, budgeting, resource management, and operational control. While there will always be an element of risk in decision making, information provided in the MTMTS Resource Management System will enable program managers to reduce the degree of uncertainty and narrow the imponderables. Not only will the system provide information critical to managerial needs, but it will integrate information from existing data banks. The best news, however, is that implementation of the Resource Management System will result in overall cost savings to this command.

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September in San Francisco

NDTA's Silver Anniversary Transportation and Logistics Forum

SEPTEMBER 20-23

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The Official Magazine of
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TERMINAL SERVICE

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N From the Top

EN TEMPS

ajor General Clarence J. Lang, USA
Commander, MTMTS

of my most challenging and rewarding assignments was to the unit whose distinctive insignia is on the cover of TRANSLOG and whose motto heads this item. During World War II I served with Quartermarter Regiment (Truck) at the company, battalion and regimental levels culminating with of the unit in France during 1944-1945. I participated in the many accomplishments of the officers and ne 28th, which is now the 28th Transportation Battalion stationed in Germany. The tradition and of the unit remains. The buff color of the Quartermaster Corps has merged with the brick red nsportation Corps but the 28th is still "on time."

ose days Red Ball was an express truck service, which kept Infantry and Armor units rolling thru ather than the just expired priority air express serving Vietnam. Inventory in motion was epitomized rkhorse "deuce and a half" which cost (if my memory of reports of survey twenty-six years ago e) $2,252.52 rather than by today's M35A2 which costs $8,959 with winch. The amphibian in use ½ ton DUKW operating on the beaches of Africa and Europe rather than the LARC family familiar ast Asia.

inly progress has been made in military hardware to match the stepped up tempo of the art of he improvements in other modes of transport necessary for the strategic mobility of our forces. are alone is not enough and in transportation, just as in ADP, the software may often be controlling. se the software is the esprit de corps of the driver; the competence and imagination of the soldier, sailor, airman or marine; the initiative and ingenuity of the civilian transportation specialist; ration of the transportation industry; and the backing and encouragement of the combat commander ng supported. Just as the Navy needs the proverbial "extra five knots" in a critical situation, so we nk speed reserve of enthusiasm and dedication to meet our demanding hours, deadlines and goals. tuations, the software, not the hardware, makes the difference.

g the same period in which I commanded the 28th, I became aware of—and a charter member of— ng Army Transportation Association (ATA) which was designed to foster the close relationship rmy transporters and the civilian carriers who provided us with assets of all modes. Some may in those dark ages the Army transporters operated or arranged ocean shipping as well as boats waterways which we now operate. Additionally, at that time, the air arm of the defense department as the Army Air Corps, so all commercial transportation augmentation was an Army responsibility. TA helped strengthen the software and subsequently was renamed the National Defense Transporta- ation. This month that organization, now representing 13,000 worldwide members, is celebrating its iversary at its Forum in San Francisco—25 years dedicated to strengthening national defense ortation preparedness. Its members represent the transportation know-how of military and civilian ey have dedicated their organization to improving the military transportation posture.

e commander emeritus of one and an active charter member of the other, I extend to the 28th ion Battalion and the NDTA my salute for long and dedicated service to the Army and the country. continue to excel in hardware and software while we work to expand the motto "En Temps" to all f the Defense Transportation System.

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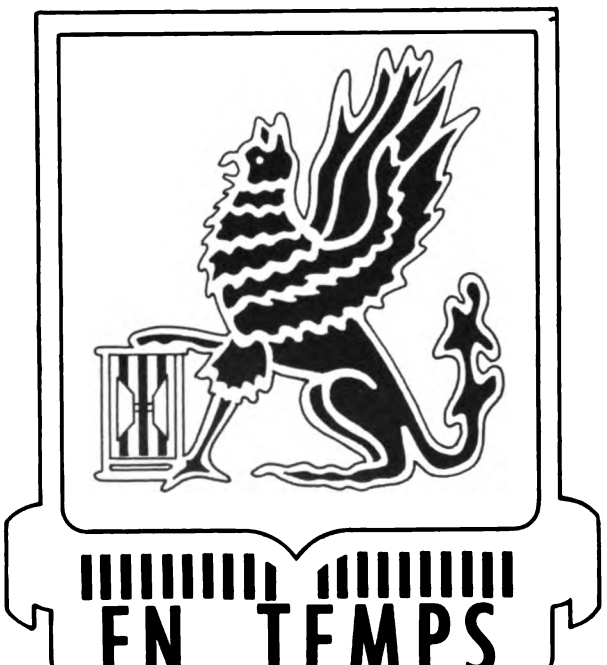
In war and peace the 28th Transportation Battalion has lived up to its motto. Its truckers are proud of their role as . . .

ON-TIME DELIVERY SPECIALISTS



by First Lieutenant John D. Murphy, USA
HQ, MTMTS

From successful campaigns in North Afr its present role in support of United States I in Germany, the 28th Transportation Battali its predecessor organizations have made their in military logistics.

The 28th provides line-haul highway tra service to points as far north as Geissen a far east as Nurenburg. Operating over the bahn network of central Europe, vehicles 28th Battalion are a familiar sight as they in accordance with their motto "En Temp time. The Battalion's area of operation is the busiest in the world. It includes a major p of Germany's industrial complex and a hig centration of United States military activitie

The battalion is composed of four medium companies, the 68th, 69th, 150th and 598t two heavy truck companies, the 377th a 595th.

The 28th Battalion was first activated 28th Quartermaster Regiment in June 19 Hitler pounded Russia and England and his strutted in Paris, Brussels, Tunis, Warsa Athens, the 28th Quartermaster Regiment into Camp Shelby, Mississippi, for traini organization.

In July 1942, while the 28th Regiment wa ing in England, the Transportation Corps w of elements of the Quartermaster Corps. T corps was given the job of directing and ex port operations and some phases of motor port. The 28th Regiment remained a Quarte Corps outfit, but the process of evolution o termaster truck units to Transportation units was underway.

From England the 28th moved to North It landed at Oran, Algeria, and began mo mass of supplies being off-loaded to the fas troops. In the spring of 1943 Rommel's Corps surrendered and the 28th received t paign streamers—one for the Algeria-Fre rocco campaign and another for Tunisia.

Next, the campaign turned north to It Allies landed at Salerno in October 1 launched the drive for Naples. The 28th l Naples in December of the same year.

After the Allies took Rome the 28th read for the invasion of Southern France. It wa on the 26th of August in 1944 and followed bat troops as they swept through France.

In France, after the war, the 28th I was deactivated after hauling cargo on t nents for nearly three years.

The 28th was reactivated and designated Transportation Truck Battalion in January Soon the battalion was operating in anoth situation with its trucks supporting the B lift.

Since those hectic days, the 28th has its support of U.S. Forces in Europe, oper of headquarters in Mannheim, Germany Orleans and Poiters, France (1959-64 rently in Mannheim again.

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medium truck company of the 28th operates rnational Harvester DCO 205H commercial truck tractors. These vehicles are the back- the military line-haul mission throughout Europe. The medium truck companies haul 'age of 1500 short tons daily. For the first iarters of Fiscal Year 1970 the four medium ompanies hauled 135,919 short tons.

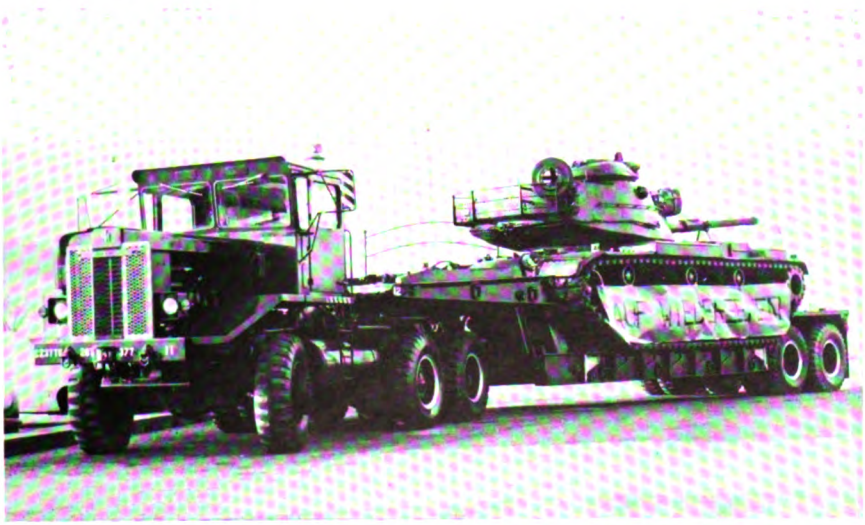
'8th Battalion has the only two heavy truck ies in Europe. They are the only units in ıy operating XM523-E2 25-ton tractors and E2 60-ton trailers. The HETs (Heavy ent Transporters) provide the heavy lift ty for the 28th's parent 37th Transporta- oup. Primarily, the HETs haul M60 tanks er outsized or heavy equipment to and from facilities and training areas.

hment G, the 28th's trailer transfer point, ırgest and busiest in Europe. The Detach- responsible for an average daily density of nately 700 semi-trailers of various types, ıg to the central trailer fleet of the 37th rtation Group, part of the U.S. Army rtation Command (TRANSCOM).

of the battalion's former commanders are ing important military transportation as- ts. Among the 28th's former commanders ıy Major Generals Clarence J. Lang and F. Schiltz. General Lang is Commander, Traffic Management and Terminal Serv- General Schiltz commands the U.S. Army rtation Center at Fort Eustis, Virginia. h is presently commanded by Lieutenant Cecil L. Puckette.

COMMANDING OFFICERS

Albert K. Atkinson Jun 41-Jan 42; CPT S. Knapp Jan 42-Mar 42; LTC John C. Mar 42-May 42; LTC Julius T. Miesegaes Jun 42; COL James C. Browne Jun 42-Feb Julius T. Miesegaes Feb 43-Dec 43; Major Dennis Dec 43-Dec 44; LTC Clarence J. 44-Apr 45; COL Julius T. Miesegaes Apr 45-Jul 45; LTC Clarence J. Lang Jul 45-Aug 45; MAJ Charles H. Davis Aug 45-Oct 45; 1LT Leland S. Griffith, Jr. Oct 45-Dec 45; Inactive; LTC Willard C. Link Jan 49-Nov 49; LTC Edward L. Burchell Nov 49-Dec 50; LTC Elias F. Liako Dec 50-Jan 53; LTC Gerard C. Adams Jan 53-Jun 54; MAJ Ralph A. Delaney Jan 54-Jul 54; LTC Frederick M. Barberie Aug 54-Dec 54; LTC Charlie E. A. Morgan Dec 54-Jul 56; MAJ Ralph A. Delaney Jul 56-Aug 56; LTC Howard F. Schiltz Aug 56-Jan 58; MAJ Samuel M. Coggins Jan 58-Feb 58; LTC Russell S. Bieber Feb 58-Feb. 59; MAJ Merritt P. Martin Feb 59-Mar 59; LTC Dan K. Dukes Jr. Mar 59-Apr 60; MAJ Merritt P. Martin Apr 60-May 60; LTC John F. Coote May 60-Jul 61; LTC Russell C. Cook Jul 61-Sep 61; LTC Donald M. Davis Sep 61-Aug 62; LTC Richard C. Rantz Sep 62-Jul 63; LTC John J. Policastro Aug 63-Jul 64; MAJ John O. L. Gilliland Jul 64-Aug 64; LTC Ernest A. Hinojosa, Jr. Aug 64-Jan 66; LTC Carl R. Breining, Jr. Jan 66-June 67; LTC Robert M. Bond Jun 67-Aug 68; LTC Robert W. Metcalfe Aug 68-Feb 70; LTC Cecil L. Puckette Feb 70-present.



Each of the four medium nies has 60 International CO 205H 5-ton tractors. 05H above is pulling an on semitrailer.

Each HET unit has 24, 23E2 truck tractors. The ll M524E2 55-ton trailers tank on the bed.

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Military Freight
FALL ROUNDUP WEEK

October 19th thru October 24

by Lieutenant Colonel J. P. Feigenbaum, USAF, HQ, MTMTS

At the 25th Annual National Defense Transportation Association Forum in San Francisco, the Commander, MTMTS, informed members of NDTA and the carrier industry of his plan for "Military Freight Fall Roundup Week." The idea for a Fall Roundup was conceived by General Lang as a week for special emphasis on locating lost, astray, or frustrated Department of Defense shipments. Certainly benefits would accrue to all segments of military and commercial transportation if a concerted effort were directed to properly deliver or regain military custody over astray freight.

He called for carrier cooperation in physically searching their terminals to locate lost, damaged or astray military shipments. Simultaneous with the announcement of Freight Fall Roundup Week, the MTMTS Commander personally requested carrier association heads to support this project. His plan envisions that NDTA will serve as the catalyst to spark industry's clear focus on locating and delivering DoD shipments.

Prior to his pronouncement of Freight Fall Roundup Week, he assured himself that the MTMTS house was in order by causing a wall-to-wall inventory of military terminals under MTMTS control. An in depth inspection was made by MTMTS teams in the most exhaustive effort yet undertaken to locate and dispose of astray or frustrated military cargoes. Additionally, the Commander, MTMTS, requested that transportation chiefs of the Army, Navy, Air Force, Marine Corps and Defense Supply Agency do the same at their depots and other installations.

MTMTS, by its charter, is directed to ". . . develop and improve the loss and damage prevention program."

An essential and integral element of the MTMTS over, short, damage prevention effort is an on-going cooperative program which is administered by the Military Services in collaboration with the commercial carrier industry. This mutually beneficial program is known by the unspectacular but descriptive label "The Astray Freight Program."

Conceptionally, The Astray Freight Program envisions that the carriers and the DoD al sufficiently interested in the prompt, intac of Government shipments to military con Under the program, local transportation of directed to visit, telephone or write termin tions or warehouses of various carriers i localities in an effort to locate, identify and of military freight shipments which have b trated or are otherwise undeliverable bec deficiencies in revenue billing, documentatio ings, etc. ITOs are encouraged to estab active liaison with carriers serving their i tions with a view to carriers notifying the they have on hand undeliverable shipment appear to belong to the DoD.

This joint DoD carrier program has pr successful that the value of the military sh returned to DoD supply channels in FY 19 $6,470,103.

The number of over, short, and damaged cases resolved by MTMTS during FY 70 wa Although these figures are impressive, th represent a 31.8 percent resolvement in favo U.S. Government. Therefore, a large area provement is foreseeable.

While successful, The Astray Freight P only scratches the surface of the potentia prove the effectiveness of the commercial t tation system on which the military relie exclusively for movement within the CON

General Lang has requested his staff t reports on the effectiveness of "Military Fall Roundup Week." If substantive res obtained, a follow-on program will be deve review of the reports will provide an insi appropriate corrective measures that should to preclude OSD or astray shipments. Gene emphatically stated that no punitive m were to be considered at any time by mand towards this effort at the preventio and damage. The adjacent page furnish "Tips" that may be useful to ITOs in pr loss and damage.

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IPS FOR ITOS on Loss and Damage Prevention

ter 221 of the Military Traffic Management on provides specific guidance to Installa- nsportation Officers (ITOs) regarding Loss nage Prevention. Below are summarized the ponsibilities in the locating and disposing y military freight. ITOs should coordinate isits of other DoD components within the a to avoid duplication of effort.

it appears that astray shipment is mili- perty, the transportation officer will develop ish to the carrier appropriate forwarding ons. Containers without identifying marks, bearing conflicting marks which are pre- be Government property, must be opened nined with the prior approval and in the of the carrier's authorized representa- h packages may contain packing lists or dence to facilitate identification.

d of caution may be helpful to ITOs re- seals and seal numbers. Careful examina- disclose whether the seal is missing, ampered with, or substituted. Seal num- r than those applied at point of origin be recorded. Intact seals will be evidence nortage is not the carrier's responsibility sence of evidence to the contrary. Seals t will be considered as evidence that the or damage is the carrier's responsibility. a container shows evidence of damage or it will be called to the carrier's attention nd placed apart from other items being to assure that proper record is made npletion of the unloading. ITOs must the reverse of the original bill of lading are a Discrepancy in Shipment Report) (SF 361). Damaged packages should ened until the carrier's inspector arrives. hs of damaged items frequently provide a ecord; ITOs should insure their ability photographic services on short notice. riate memorandum for record should be riting in the event a carrier waives in- 'arrier delivery receipts will be annotated ny discrepancies.

l transportation officer will gain posses- ilitary property by receipting therefor r. He must arrange to cancel his receipt perty is subsequently returned to the forwarding to the correct destination. n will be furnished to the MTMTS Area when freight is returned to a carrier. ation will reconcile a DISREP awaiting n the MTMTS Area Command. When y regulations of the military services oD component, DD Form 6 (Report of and Handling Deficiency) will be pre- er no circumstances will TOP SECRET, SECRET, CONFIDENTIAL, or techical supplies or equipment be released to a carrier for repairs or salvage.

Transportation Officers will normally accept damaged property moving on a Government Bill of Lading (GBL) unless the property is damaged beyond economical repair. When an entire shipment is refused by the ITO because of damage, the orginal, unaccomplished GBL will be appropriately annotated and forwarded to the office responsible for payment of the transportation charges.

A concealed loss or damage is understood to mean a loss or damage not evident at time of delivery by the carrier but discovered by the consignee upon opening the package and checking its contents. The following is an extract from certain Freight Claim Rules of the Association of American Railroads:

Loss or damage discovered after delivery of shipments to consignee will be reported by the consignee or consignor to the agent or carrier immediately upon discovery, and in any event within 15 days after receipt of the shipment. The contents and container will be held for inspection by the carrier. Inspection by carrier shall be made when practicable, and in any event within 48 hours, and shall include examination of package and contents for evidence of abstraction of the missing goods, checking contents with invoice and weighing for comparison with shipping weight; also investigation of cartman's record of handling shipment. Report of inspection shall be made in duplicate on standard form and signed by carrier's agent and consignee, one copy thereof to be retained by consignee and attached to claim for loss, if made. In case no inspection is made by carrier's agent, consignee's inspection shall be accepted as carrier's inspection. If investigation develops that the loss occurred with the carrier's, the 15 days' clause shall not be invoked.

Notice of loss or damage may be given carrier's agent by telephone or in person, and in either event shall be confirmed by mail.

In case of loss or damage as provided above, the inspection is not made by carrier's representative, detail of findings of inspection by consignee shall be furnished carrier's agent immediately upon completion of inspection.

Failure of consignee to comply with the foregoing regulations shall be regarded as indicating complete delivery of freight by carrier in good order.

The effects of Freight Fall Roundup Week should be the reconciliation of many DISREPS and recovery of considerable Government property. If the Military Freight Fall Roundup produces the benefits sought—return of valuable and sensitive military property to supply channels, clearance of warehouses of undeliverable shipments, relief of carriers of unjustifiable claims—it will have served its purpose.—J.T.F.

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"Mobility means the ability to traverse the battle area with supplies, weapo ammunition, no matter what obstacles may be encountered. It connotes the to get from here to there quickly, with forces ready to operate when they get

ARMY AVIATION IN THE 70'

by
Lieutenant General George I. Forsythe, USA
Commanding General
U. S. Army Combat Developments Command

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tendency today is to think
cause our NATO deterrent
en effective in the past
need not overly concern
es with the threat posed
s with superior numbers.
mately we have not yet
that idealistic goal
nations can live in har-
ith each other with little
d of aggression. As Sir
Winthrop Hackett has
"A society of men in
o resort to forces is pos-
ither for the common
against it, either for in-
advantage or against it,
eivable, so long as man
what he is."

oviets have exercised re-
n recent dealings with
. This is undoubtedly
e NATO forces in-being,
r our nuclear arsenal.
me time they have con-
build up and modern-
ground and tactical air
that their capabilities
roved. Thus today we
ing sized paradox, a
of two tides, or in
rms, just plain "gapo-
Combat Developments
(CDC) is looking at
em very carefully and
to resolve it by dedi-
fessional people, who
reatest assets, and by
al know-how. More
subordinate agencies,
institutes, located at
separate installations
country, assist CDC
rs at Ft. Belvoir, Va.,
ng our emphasis on

he numerical odds
as they were against
the men of the 7th
the Little Big Horn,
today becomes one
can change the odds.
feel Army aviation
ny additives to com-
nay bring the scales

he best way in which
ndle on this problem
r Army aviation and
rs from the stand-
e five very funda-
tions of combat in

developing combat power on the battlefield: the intelligence, command and control, mobility, firepower and certainly not least—even though last here the combat service support which all forces must have if they are to succeed. All of these functions proceed coincidentally in an integrated fashion to produce the combat power desired.

Intelligence, or the lack of it, was one of the prime factors which led to Custer's predicament. Stated simply Custer did not know enough about the Indian force he was tracking. This lack—and there will always be a lack of information about the other fellow—where he is, his strength and weakness, and his capability to inflict damage—these will always be of concern to each commander.

Although aerial surveillance and target acquisition have been used extensively in the past we see at this time greater application, particularly for collecting intelligence in deep forests and rugged terrain, through the use of airborne sensors with instant ground readout and devices which permit daytime observation capabilities at night. These devices are developing and have the potential of providing new capabilities. To enable us to know about the enemy and to preclude an outcome similar to Custer's we have the old reliable O-1 *Birddog* and the OV-1 *Mohawk* with its infrared and photographic sensors. A new so-called "quiet" surveillance aircraft is under development and being tested in Vietnam today. We have considerable hope that this can increase our capability to find them without which, of course, the ability to fix'em and fight'em is to no avail.

Reconnaissance is a fundamental element of the intelligence function of combat. This task is performed by Army aviation as well as by aircraft of the other Services. We are thinking about new concepts in this area which include such things as making helicopters with armor plate skin. This will obviously require some technological breakthroughs in the areas of lightweight armor, metallurgy, power plants and lift systems. At this time we are watching with interest some on-going efforts using co-axial rotor systems, fuselages constructed of laminated steel, and a new family of power plants.

OV-1 Mohawk

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"Ports today can be eliminated by one nuclear weapon. But our requirement for in the combat area might well be obviated by the use of the helicopter and the Land container. Such use should result in dollar savings since it will enable the put of cargo from Stateside ports by units overseas."

There is good reason to believe that the concept is feasible for small aerial vehicles such as those used by aero scouts. Research and evaluation of this concept is proceeding even today. Given that the feasibility and cost prove favorable, it is apparent that such a vehicle would have many applications in any intensity of warfare. A particularly productive use would be with an aerial fire team ferreting out and delivering effective fire upon the enemy.

The second function is that of command and control. I wonder how many times Custer wished that he knew where Major Reno was and why he couldn't control or command his actions better than he was able to? One thing that made command and control so difficult with Custer also will make it difficult for any commander in the 1970s and that is the size of the operational area. We envision in the 1970s that the battle area will have forces dispersed to make the battlefield wider, broader, and deeper than heretofore has been accepted. Command over one's forces with such dispersion will require the use of an aerial vehicle to exercise command and control. It also goes without saying that the Army helicopter is the best way in which the ground commander can discharge this function.

Contributions which helicopters have made to the ability to get about the battle area are almost legendary. The helicopter is much to be preferred for this function because of its ability to relate directly to the commander to whom it responds and because it is independent of the restrictions of terrain. Both Custer and the Indians were about equal as far as mobility was concerned. They both had pretty good horses and they both knew how to use them. The only problem was that the Indians had more of them than Custer had. Mobility contributes in many ways to all activities in the battle area, not just the movement of tactical troops and the people who will do the actual fighting. Mobility means the ability to traverse the battle area with supplies, weapons and ammunition no matter what obstacles may be encountered, either natural or man-made. Further, it connotes the ability to get from here to there quickly and with forces ready to operate when they get there. This is what mobility really is.

We first began to use Army aircraft for tactical mobility in Korea when the old flying banana, the CH-21, and the old H-19 were introduced into that theater. We have come a long way since then. Certainly when someone says *"Huey,"* this term needs no explanation.

We now have almost 4,500 of these helicopters flying. As you know, the *Huey* has been tremendous as an assault helicopter in Vietnam; however, the *Huey* (a development of the 1950's) has its limitations due to short radius of action and small payload capability. For this reason CDC is looking for a better vehicle to conduct airmobile operations. We want a squad carrier which has increased survivability, speeds of 150 knots and better endurance, yet maintains as nearly as possible the agility and low level maneuverability of today's *Huey*. We are considering two alternatives in this area, the UTTAS, which means Utility Tactical Transport Aircraft System, and a proposal to extend the *Huey* technology by development of an improved model capable of lifting an infantry squad. The advantages of this machine lie in its increased speed, payload, vertical flight performance and survivability. CDC is assisting the Department of the Army at comparing the UTTAS and [illegible] of its development against present and improved versions of the *Huey*.

If the Army can move quickly from one area to other, it doesn't need as many them, and, with the ever-decreasing personnel ceiling of the Army, it becomes even more mandatory to maximize the mobility potential with an improved squad carrier.

Over the centuries [illegible] has been overcome by firepower, then alternately firepower has been overcome by mobility. this leapfrog situation with overtaking the other continues even today. The ability to bring this firepower when and where it is required and in the appropriate amount has been significantly improved upon by the use of organic armed Army helicopters as demonstrated in Vietnam. This potential can be further improved upon to provide the capability of defeating the tanks that may confront us in Europe. The Army has a requirement to CDC for advanced aerial fire support system represented in the form of the AH-56, *Cheyenne* which had recent problems. We have the utmost confidence that these problems will be solved and this much-needed capability will be available to the Army. In the meantime the *Huey Cobra* is contributing a capability we have never had before.

For the *Cobra* too, we are planning an anti-armor stand-off capability. Aerial delivered weapons combined with advanced ground systems may herald a new era in tank warfare. There are serious problems for the future heavy attacker. In fact the attack helicopter of tomorrow may well be considered a fleeting target. We are confident that we can maintain parity in combat power as the threat changes. Attack helicopters

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YO-3A Quiet Surveillance Aircraft

56 Cheyenne

he tank in the 70s but
provide a significant
in highly mobile pro-
power.
y CDC believes that the
rmed helicopters equip-
nti-tank missiles could
Warsaw Pact nations
uate their professed
The higher mobility of
ng tank-killer attack
teams will simply not
p maneuvers by frag-
k elements. With de-
in night vision
firepower capability
helicopters will soon
around the clock.
e now undergoing
should provide major

advances over moonlight, the flare and the searchlight, and give us the capability to operate at night with near daylight effectiveness.

The last of the five functions of combat—that of combat service support—is the area in which Army aircraft can make the most spectacular contribution. Our existing medium and heavy helicopters can lift up to 11 tons of cargo and this is barely scratching the surface. We know that within the present state-of-the-art, industry has the capability to build a 30-ton crane for employment in the late 1970s or early 1980s.

As now seen, flying cranes will be big and expensive helicopters. However, the resulting increase in combat capability and the trade-off of conventional facilities could easily result in cost savings. A heavy helicopter could emplace heavy bridging across unfordable rivers; move engineer equipment to clear obstacles; and lift light armor, mechanized infantry vehicles and medium artillery rapidly to decisive points on the battlefield. A potentially bigger payoff would be the use of the same heavy helicopter in off-loading ships, distribution of cargo down to division and brigade level, and clearing aerial ports. Ports

Continued on page 24.

rmy can move troops quickly from one area to another, it doesn't need as them. With the ever-increasing personnel ceiling in the Army, it becomes ry to maximize our mobility potential."

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PLANNED PALLETHOOD

by
Second Lieutenant Charles J. Rouse, USA
(from an interview with Major General Maurice F. Casey, Director of Transportation, Headquarters USAF)

Air cargo support has be
persistent challenge for the
partment of Defense. With
development of larger air
in the 1950s, the need f
rapid loading and unloading
tem became increasingly
ous. Hand-loading of the
was cumbersome but accept
In today's environment of l
aircraft it is totally impra
Something had to be do
cope with the increasing v
of military cargo to be deli
by air. After much study
Air Force devised a $130
lion-plus program, the 463
terials Handling System.
system was first tested at T
AFB, California in 1964.
then the Military Airlift
mand (MAC) terminals
employed 463L equipment
impressive results. For ex
unloading and reloading ti
some large jet aircraft w
from four hours to 30 mi

The heart of the 463
tem is the 108" x 88" palle
pallet is of aluminum allo
struction with a balsa woo
Having a rigid structural
which makes it ideal for
modal (truck-air-truck)
ment, the 463L pallet fi
9 foot-wide rail, roller, a
straint system in modern
tary and most civilian ai
For over the road moveme
pallet can simply be tur
the 7 1/3 ft. dimension. T
let is also rigid enough t
stand handling by forkli
slings in case field con
will not permit setting up
roller system.

The 463L system is aut
yet simplified. The t
sorting and handling
loads cargo on powered
conveyors where it is so
cording to destination a
ority. Items are then sta
pallets, a plastic cover is
over each pallet, and a
net is dropped over the
package for easier handli
restraint. The palletized
weighed and ready for mo
to the aircraft.

After "packaging," t

Continued on page 1

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TO'S HOTLINE

/MRs CONTRIBUTE TO ECONOMIES

ısted rail rate of more than 20% on shipments of explosive bombs
ıes, and economies of more than $50,000, came as a result of Milan
ımunition Plant, Milan, Tennessee reporting its planned volume moves
Volume Movement Report (VMR). The VMR is required by Paragraph 201006
MTMR, AR 55-355.

:CE COLONEL DESIGNS MARKING

ce Reserve Colonel William Rosser, a Mobilization Designee assigned
MTMTS is the creator and designer of a new permanent marking to
y household goods containers in aerial and water ports. One of the
s to be derived from the rectangular orange marking, imprinted with the
XPEDITE and a arrow-pierced "DPM" (Direct Procurement Method), is that
ent inspectors at the ports will readily identify the container and
t's delivery date to see if the container is overdue.

LUE DETERMINES RATE

rate for a shipment is dependent upon the value of the shipment,
pper informs the carrier of this relationship. The Bill of Lading
t states that the agreed or declared value of the property must be
in writing by the shipper.

CONSENT IS NECESSSARY

. property items which have extrinsic or sentimental value to the owner
.ected by DoD regulation. If damage to personal property occurs on
ıllation the owner's consent is needed before disposing of any items
›pear to have extrinsic or sentimental value. This regulation is
in Paragraph VI, C, DoD 4145.16R.

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TO'S HOTLINE

ADJACENT LOCATION NOT MANDATORY

Mobile home carriers do not need to be located adjacent to military installations in order to be qualified to move mobile homes on a GBL. Carriers operate on a district or area basis and if the carrier is otherwi qualified it is not mandatory that it be near the installation it serves.

"ONE TIME ONLY" SHOULD BE ON TIME

When utilizing "One Time Only" manual rate tenders, ITOs should send them in on time. Timely and correct submission of these tenders eliminates the need for processing and inquiries from the Government Accounting Office (G

GIVE CARRIERS A BREAK

Watch the designated Preferred Delivery Date (PDD) when briefing military members on their personal property shipments. If at all possible the PDD should not be designated as a Saturday, Sunday, or holiday. Designating these automatically provides a one or two day late arrival record against the carrier.

IT'S VITAL INFORMATION

Correspondence between ITOs and carriers for information concerning perso property moves should include the following:

WHO—Member's name, SSN, address
WHAT—Household goods, unaccompanied baggage
WHERE—Origin and destination
WHEN—Date of shipment
HOW—Mode of transportation (land, air or water)

MAINTAINING HIGH QUALITY

Close working relations with pack and crate contractors will insure high quality materials and workmanship in household goods shipping containers. ITOs should be familiar with pack and crate contract provisions and insur compliance with container specifications.

WHEN THINGS DON'T GO AS ORIGINALLY SCHEDULED

If a personal property shipment moves differently than originally tendere because of carrier or agent error,the carrier may present his invoice to General Accounting Office for additional charges. The carrier should atta a letter of explanation for consideration of payment to the invoice.

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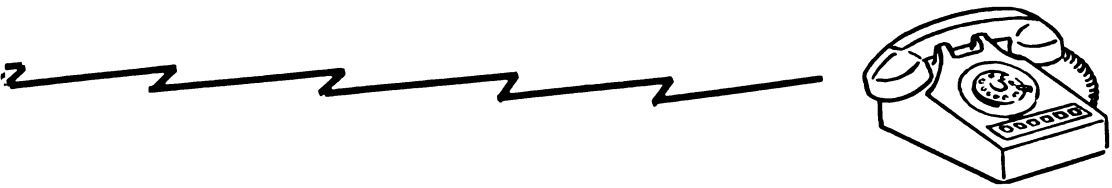

CT NAMES AVOID CONFUSION

only the origin carrier can submit the Short Form GBL for payment, it is ıtive that the origin carrier's name appear in the block, "Transportation ıy Tendered To". Placing the name of the intermediate or delivering ır in this block creates confusion and unnecessary paperwork.

ONSIGNEE'S COPY IS IMPORTANT

ısing the Short Form GBL, the consignee's copy (No.3) of the GBL must ıt to the consignee by the fastest means available. Failure to do this s in unnecessary correspondence between shipper and consignee and if the nt is not delivered prevents the consignee from knowing the shipment t.

RANSPORTATION

bile transporting services are available at the following CONUS aerial of embarkation for those members of the Armed Services desiring ance in forwarding privately-owned vehicles (POVs) to ocean ports of ation: Charleston AFB, South Carolina; McChord AFB, Washington; e AFB, New Jersey; Norton AFB, California; Travis AFB, California.

S IN CARRIER ROUTING

equesting a change in carrier routing the following information should ained from the carrier and submitted to the area commands: Reason for t to change carrier; name of carrier representative declining to handle nt; and the telephone number and location of terminal where entative was contacted.

UP THE SITUATION

nistakes are making man-sized problems. Proper dimensions of outsize must be sent to area commands when submitting export offerings. Wrong ions cause confusion and delays in obtaining proper vessel storage

P DELIVERY COSTS A LITTLE MORE

tor carriers deliver personal shipments to a Service member's ce, they usually charge an extra fee. This fee is allowable under mmercial tariffs. GBL shipments are subject to the same rules. The member should inform the area ITO so the ITO can issue a DD Form Statement of Accessorial Services Performed) to cover the extra .

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TO'S HOTLINE

PROTECTION FROM THE ELEMENTS

Vehicles making local delivery of TGBL shipments need to be furnished with tarpaulins when inclimate weather strikes. This will insure that the shipments remain protected from the weather.

PROTECT THAT PLYWOOD

Some containers used for movement of household goods are made of unprotected plywood held together with weather resistant glue. Experience has shown that unprotected plywood of this type becomes delaminated after exposure to the weather. Whether the containers are sitting around waiting for use or knocked down for shipment, they need to be stored under shelter, covered with tarps or some other protective material.

PROMISING POVs AT PODs

Keep in mind several variables before making a definite promise as to when a service member's privately-owned vehicle (POV) will be ready for pickup at a Port of Debarkation (POD). Vessel delays due to adverse weather conditions, work stoppages, route diversions, increased port time and POV processing at the POD can keep the POV from being ready for pickup as promised.

CHANGING TIMES

Paragraph 214116e of the Military Traffic Management Regulation (MTMR) now provides that if no part of a shipment sent on a short form GBL is received at destination within 20 days from the date of shipment, the consignee should immediately report this fact in writing to the appropriate disbursing office. The MTMR will be changed to 30 days. The Comptroller General of the U.S. has authorized the additional time. Although not formally changed in the MTMR, the change is effective immediately. The extension of time for reporting was made to avoid premature notice of non-delivery of shipment

WORKING TOGETHER REDUCES COSTS

Some shipments require close coordination between shipper and consignee to assure that shipments are received properly and without extra transportation costs. This is particularly important when there is a requirement for heavy-lift facilities for unloading. Coordination should be made in advance of the actual shipment to provide the consignee adequate time to plan for the provision of facilities for receipt of the shipment and for prevention of detention charges.

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D PALLETHOOD

Continued from page 10.

ve along rollers to self-
d loading vehicles called
s which carry the cargo
terminal and aircraft.
ically attached loading
is unite with aircraft
ecks from 40 inches to
above the ground. The
is are moved in response
aft movements during
ansfer. Cargo handling
nt is either installed or
rily placed in the air-
r moving and securing
vithin the aircraft com-
t. The C-141, for ex-
as rollers built into the
nen not being used, the
an be flipped over leav-
loor space. In older air-
ller tracks are anchored
ns.

are numerous advant-
he 463L Materials Han-
stem. Perhaps the most
e plus factor is the
the system. A jet air-
h 72,000 lbs. of cargo
be unloaded in 30 min-
ch is less time than it
refuel and service the
Turnaround time for a
t aircraft (the amount
necessary to completely
reload) would actually
ral hours using the old
ing methods, versus the
using the modern 463L
ntainer concept. There
al reasons for this ra-
loading. Besides the
andling of the pallets,
system allows for stow-
rgo into pallets before
ft ever arrives, so when
aft does arrive, the
e ready to be lifted
hese unitization mod-
apable of handling 10,-
each. One can readily
dvantage of handling
) lb. unit rather than
all boxes. This prior planning, in turn, allows for a "spread out workforce" thus reducing costly overtime.

The 463L system also eliminates much paper work. Machine readable punch cards are used to process and document the cargo from origin to destination. Included on these cards are the transporting instructions, label preparation, manifesting, accounting, billing and reporting information.

Unitization is the keyword of the 463L system. If the Department of Defense is to get maximum benefit from air and surface vehicles it must have fully integrated packaging, handling, and control techniques for coordination between all modes of transportation. Intermodal pallet movement is a most promising development toward achieving this high capacity, fully integrated distribution system. When pallets are used to the maximum from source to user they become the thread that ties storage, packaging, handling documentation, control, carriers, and receivers into a common system and at a lower overall cost. The 463L system is designed to encourage direct surface-air-surface movement between major origin and destination points. This will prevent "bottlenecks" along the transportation pipeline. Reducing this cargo buildup will dramatically reduce multiple handling, loss, damage, pilferage, and documentation while cargo is in transit.

As a leader in unitization-containerization of air cargo, the Air Force built and tested the first pallet on the C-124 and C-133 aircraft in 1958. That basic concept has been continually improved. It was quickly adopted by nearly every commercial airline throughout the world. The 463L system is now in a state of maturation. More and more aircraft and cargo equipment functionally compatible with the 463L are coming into being while non-homogenous aircraft facilities are being phased out. It is obvious, however, that the complete logistic loop involves the utilization of transportation means other than aircraft. It is essential then that all equipment must be designed to assure maximum compatibility with other modes. This compatibility is of particular importance with relation to the master pallet. In the final application of the unit load concept, it is envisioned that a high percentage of air cargo can be transported through the transportation pipeline without depalletization.

In short, losing time may readily result in losing money. In this sense, time is money. This fact has particular impact in an increasing volume situation, such as with the air cargo support. Rising to the challenge, the Air Force has developed the 463L Materials Handling System which is designed for maximum aircraft utilization and maximum flexibility of application. The mission of this system is to improve the Nation's capability to deploy and support overseas military operations by streamlining movement of unitized cargo through intransit points with a minimium of breakbulk handling.

MAJOR GENERAL CASEY

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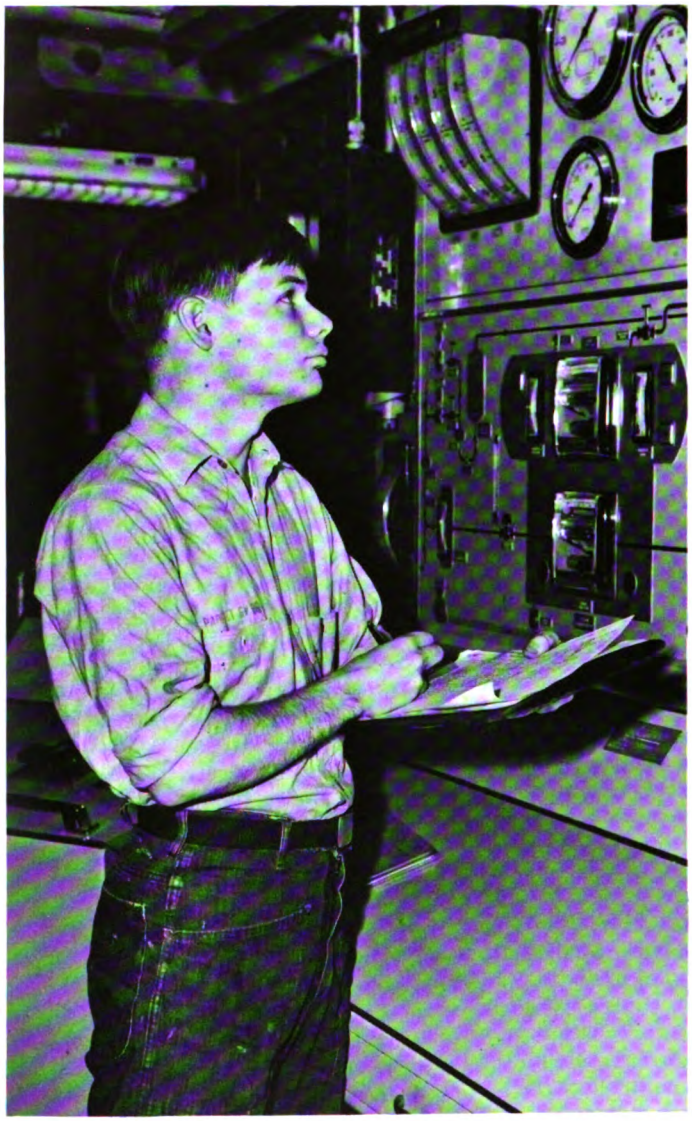

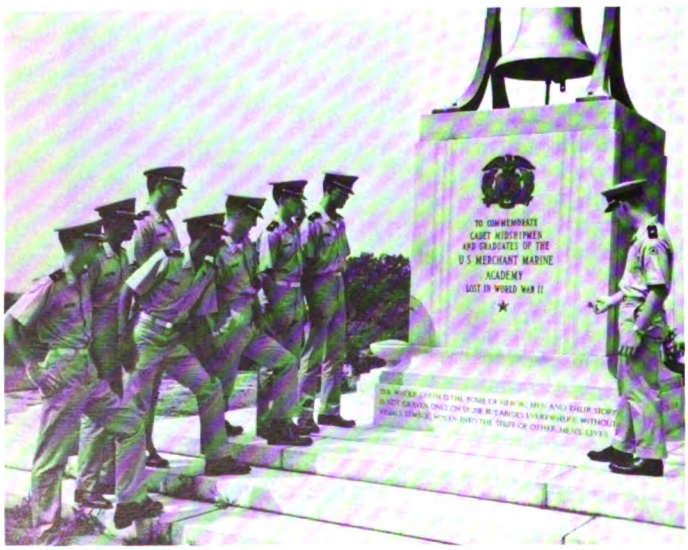

Upper left: A midshipman che
the control panel in the steam
United States Merchant Ma
Academy, Kings Point, L. I., N
York. Upper right: A Kings Poi
plots a course under the watc
guidance of a ship's officer du
the midshipman's "Sea Ye
which he spends aboard an Am
can merchant vessel. Lower
Group of midshipmen look
World War II Memorial. 210 Ki
Pointers were lost due to en
Action. Opposite page: A trai
drill prepares midshipmen for t
Coast Guard Lifeboat Certifica

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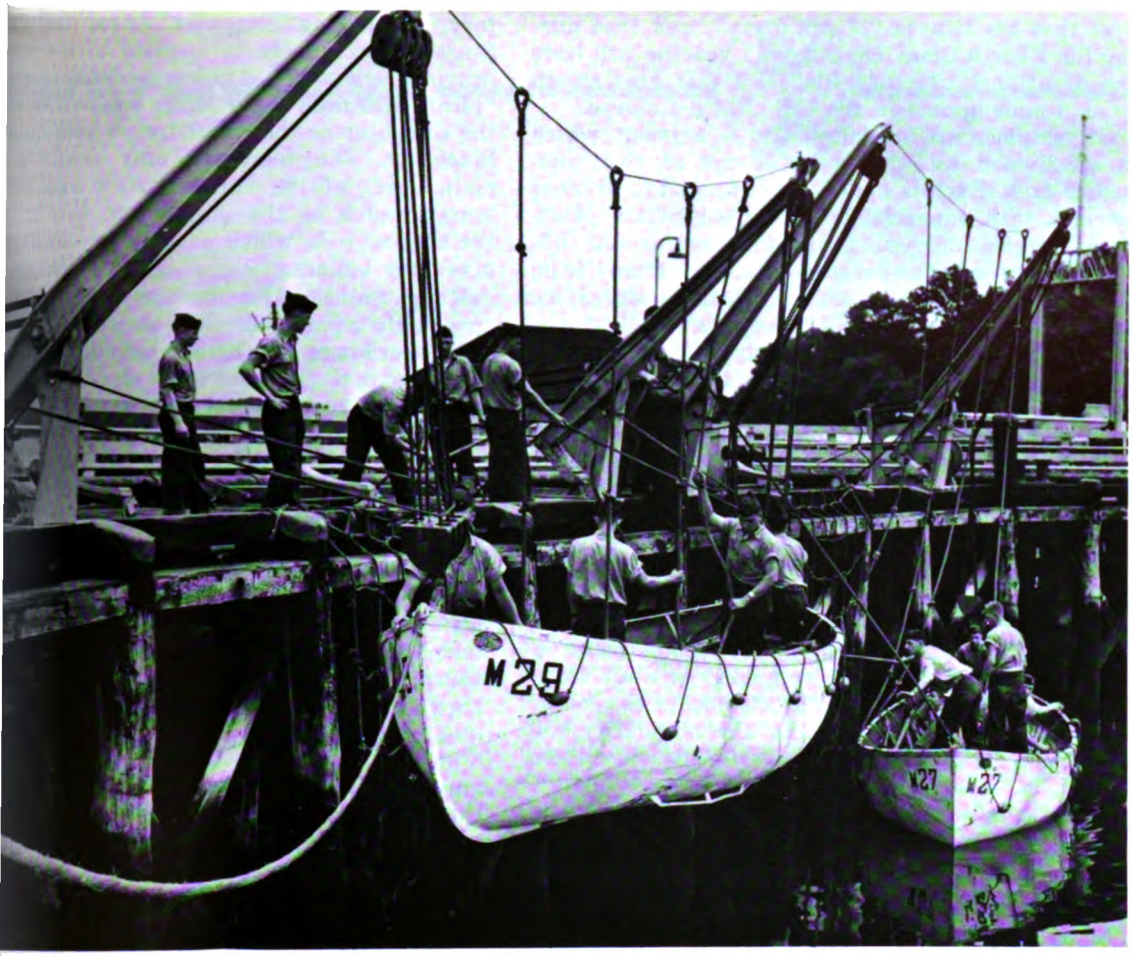

'RAINING SHIPS' OFFICERS

by Michel R. Scott

ted States Merchant Marine, which every-
ht was slowly sinking into the sea of
ay be on its way back. Revolutionary new
cargo handling methods can bring about
of the U.S. Merchant Marine. But there
nent even more important than all the
and cargo handling methods: the men
and and operate the new ships and

ate the newest automated ships young
ve training at maritime academies at
nt, New York, at Long Island, also in
State, and at Maine, Massachusetts,
rnia Maritime Academies.
. Merchant Marine Academy at Kings
, is probably the best-known and largest
ning facilities. It is under the direction
ritime Administration of the U.S. De-
f Commerce and is one of the five Fed-
eral academies. The others are the United States Military Academy, United States Naval Academy, United States Air Force Academy and the United States Coast Guard Academy.

The Merchant Marine Academy at Kings Point, is, like its counterparts, a national institution, military in character, and an accredited four-year degree-granting college.

The construction of the Academy began in January 1942 and it was officially dedicated on September 30, 1943.

Kings Point is nationally accredited and has achieved the stature and prestige which led Congress to authorize the awarding of the Bachelor of Science degree. Public Law 415, 84th Congress, made the Academy a permanent institution on February 20, 1956.

The entering student at the Academy learns

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first that his title is "Midshipman", and that during his Fourth Class (Freshman) year he will have the additional title of "Plebe". He is also sworn in as a midshipman in the U.S. Naval Reserve.

Midshipmen are organized into a regiment, which is subdivided into three battalions of two companies each. Each is under the command of student officers, with supervision by United States Maritime Service officers. It is this regimental life which represents the greatest departure from life on the campus of a civilian college or university. It is, however, an integral and necessary part of the midshipman's training as a career officer, since the efficiency and safety of ships at sea depend as much upon the discipline and leadership of their officers as upon their technical competence.

To install this high degree of military discipline and training in the courtesies of the service a system of "class rates" operates within the Kings Point Regiment. As a Fourth Classman, the plebe finds he has many duties and few privileges. His prospects improve, however, as he progresses upward, especially when he becomes a First Classman (Senior) and is eligible for appointment as a midshipman officer with command or staff functions. As a First Classman he also bears the major responsibility for maintaining the standards and traditions of the Academy and for passing them on to succeeding classes.

The athletic program at Kings Point covers all major sports and is a member of leading athletic associations. Baseball, basketball, football, soccer, sailing, swimming, wrestling, tennis, track, cross country, rifle, bowling, pistol and gymnastics are the varsity sports. In addition, an intramural program is offered which includes every sport on the intercollegiate schedule, plus boxing, rowing, handball, volleyball, softball, table tennis and pocket billiards.

The Academy's main purpose is of course to provide education and training for the U.S. Merchant Marine officers of the future. During a year of work and study they sail on American merchant vessels for practical experience as student officers.

In addition to the latest aids for navigation to be found in the Electronics Lab of the Department of Nautical Science, the Academy also has another center of learning in the Department of Marine Engineering.

A Nuclear Study Center has been established in Furuseth Hall as another laboratory for Kings Point's Engineering Department.

The Academy is known for its close connection to the nuclear ship *Savannah*. Many officers who have served upon and who are now aboard the world's first nuclear commercial vessel received their education in nuclear studies at the Nuclear Study Center.

The Nuclear Reactor Simulator Laboratory, established in 1963, is, according to Academy officials, very close to being an exact duplicate of the actual control console of the *Savannah*. Inside the laboratory, an analog computer drives the sim
Since the computer is coupled to the con
provides what the Academy officials consi
"ideal" lab unit; many drills can be run on
the computer or the simulator, or both units
taneously. The computer unit simulates
main parts of the ship's reactor and sup
systems such as the pressurizer, the boile
the control rods which control the amount
given the boilers.

Kings Point has trained several groups
chant ship officers, all with at least three y
sea experience, in the operation of the
ship *Savannah*. The men were quartered in th
type rooms as the midshipmen and they al
together in Delano Hall. Ship masters an
engineers lived in the midst of midshipma
Every rank of licensed officer was represe
the spread of the trainees, from third of
captain, from third assistant engineer to

While the N.S. *Savannah* has brought fa
and equipment to Kings Point, Academy fa
such as the electrical engineering laborat
steam lab, the radar and electronics laborat
others also are used directly in the program

Although the curriculum at Kings Point
tinually under review, the introduction of
technology is affecting Merchant Marine st
a marked degree. According to Commander
P. Hart of the Academy. "The Academy no
a more stringently scientific approach in b
deck and the engineering curricula. The enti
ment of midshipmen has virtually the same
in mathematics and science, and all recei
background in nuclear practices. In addit
advanced technologies introduced aboard the
nah have influenced the inception and ra
elective courses offered the midshipman."

The midshipman at Kings Point has, in a
to four quarters of electives in atomic
nuclear physics and nuclear engineering.
pressive array of other electives. These inclu
tronics, automatic controls, machine desig
puter technology, advanced mathematics an
related subjects.

Three members of the faculty from the
ment of Engineering have already obtained
actor operator's licenses from the Atomic
Commission. They are Captain Lauren S. Mc
who has a senior reactor operator's licen
Commander Clifford W. Sandberg, Assistan
of the Department of Engineering, and Com
Moses W. Hirschkowitz, who have reactor op
licenses.

The impact of the nuclear age as pointed
the *Savannah* and the training program a
Point are contributions to the American M
Marine, but as Captain McCready stated, "Tr
cational channels for merchant mariners n
charted. We cannot stand still but rather w
move ahead with as much foresight as it is
to employ. Let education lead the way."

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insportation arrangements for more than 14,-ine Corps reservists were handled recently by as the Marines went west for "Operation High a two-week air-ground exercise said to be the Marine Corps history.

l of 305 round-trip flights were required to and return 14,659 reservists (99 units) from ss the nation to the Camp Pendleton, Twenty-ns, and El Toro Marine Corps Bases in Cali-id to the Marine Corps Air Station, Yuma, the 305 round-trip flights, 116 were charter scheduled air, including the use of nine 747 s.

S officials contacted the appropriate rail, high-air associations to inform them of the Ma-uirements. The associations, in turn, contacted ective carriers and invited them to bid. Since the Marines' utmost concern, MTMTS chose ation of charter and scheduled flights with ital bus service, giving careful consideration ier criteria as service and cost.

Day", August 17, some 19,000 reservists con-forces at Camp Pendleton for the exercise. of the operation consisted of Marine expedi-rigades conducting surface and helicopter ults to seize land objectives to permit sub-nding of an airlift regimental landing team.

☆ ☆ ☆

MTMTS' Worldwide Household Goods In-System for Traffic Management, has moved operational phase with the printout of the which was forwarded to installation shipping total of 19 reports have been produced. elopment of WHIST included 37 reports. brainstorming" during the development phase e total to the 19 which are deemed vital rogram management. Of the 19 reports, six rnished to the transportation officers for nt purposes at that level. Two are designed litary Services as managerial tools and the 11 will be used by MTMTS for worldwide nt.

☆ ☆ ☆

tation Engineering Agency, a major subordi-ctivity of Headquarters MTMTS, has moved ffices in Newport News, Va. The move con-me 70 TEA personnel who formerly utilized e buildings at Fort Eustis, Va., into a single improved efficiency in their operation. TEA affic and safety engineering services for the of Defense and also conducts transport-ies, including transportability guidance for

The Air Force is activating a new Reserve squadron at Charleston AFB, S.C., this month. Designated the 701st Military Airlift Squadron (Associate), the unit will be assigned to the 437th Military Airlift Wing at Charleston AFB. Personnel of the 701st will fly C-141 *Starlifter* jet transports. Air Force Reserve associate units are located at active Air Force bases and use the equipment and facilities of an active Air Force unit, including its assigned aircraft.

☆ ☆ ☆

The United States Coast Guard will conduct a series during October to determine the effect of oil spills on the environment. The studies are required prior to the movement of large volumes of oil from the fields on Alaska's north slope. "We are determined," said Secretary of Transportation John A. Volpe, "that effective controls and procedures be established to prevent pollution of the Arctic waters and ice fields which could damage the environment of that area, and possibly that of the entire earth."

☆ ☆ ☆

Brigadier General Otis E. Winn, USAF, MTMTS deputy commander, has been selected by the National Defense Transportation Association (NDTA) as the recipient of the NDTA/Department of Defense Distinguished Service Award for 1969-70. He will receive

the award this month at the Silver Anniversary Transportation and Logistics Forum in San Francisco. General Winn was selected in recognition of his outstanding service as the European National Vice President and Territorial Chairman for NDTA.

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Newsreview

WESTERN AREA ANNOUNCES COMMAND CHANGES

Navy Captain Jackson L. Schultz has been named commander of Military Ocean Terminal, Bay Area (MOTBA), replacing Army Colonel Jack S. Tabb, who has moved to Western Area Headquarters, MTMTS, as deputy commander.

As commander of the MOTBA complex, Captain Schultz is responsible for almost 1,000 military personnel and civilian employees and up to 2,500 contract stevedores processing and loading military cargo for shipment to overseas bases. MOTBA, with a berthing

CAPTAIN SCHULTZ

COLONEL TABB

capacity of 21 deep-draft ships, has an annual operating budget of nearly $80 million.

A native Californian, Captain Schultz holds a B.S. degree from the University of California at Los Angeles and a master's degree in business administration from Stanford University.

A veteran Supply Corps officer, Captain Schultz came to Oakland Army Base from England where he was Assistant Force Supply Officer on the staff of the Commander-in-Chief of U. S. Naval Forces, Europe.

Colonel Tabb came to the Oakland area from Japan, where he was commander of the Army Transportation Command. He has also served with the Military Traffic Management Agency, Washington, a predecessor to MTMTS; the 31st Transportation Command Battalion, Germany; The Transportation School, Fort Eustis, Va.; and Headquarters, III Corps, Fort Hood, Texas. He is a native of Texas, a graduate of the University of Texas and a member of the Texas Bar Association.

Air and ground crewmen of the 436th Milita lift Wing, Dover Air Force Base, Del., outper all competitors to win the 1970 Military Airlift mand Combat Airlift Competition held rece Travis Air Force Base, California. Dover crew three of five major trophies, and helped 21st Air their parent organization, win another duri second annual all-jet competition.

☆ ☆ ☆

MTMTS awards for Excellence in Traffic M ment will be presented this month at the National T Transportation Association's Transportation and tics Forum in San Francisco. Major General C J. Lang, Commander, MTMTS will award ep plaques to civilian employees or enlisted perso each of the Services and the Defense Supply for outstanding service at the installation transp office level. Awardees will be chosen on the b their contributions to the success of the tota portation mission.

☆ ☆ ☆

The 315th Tactical Airlift Wing, headquart Phan Rang Air Base, Republic of Vietnam, ceeded virtually all operational records for month period through June. The C-123 *Provid* unit, commanded by Colonel C. S. Reed, ama 758 flying hours with 53,511 sorties and flew without an aircraft accident during the recor time period. The mission of the 315th TAW including bombs, rockets and other ordnan and virtually all types of supplies, even livest are airlifted. Additionally the unit provides for combat troops and evacuates medical From January 1 through June 30 the wing 490,380 combat troops and passengers, and 82 of cargo for a total movement of 141,398 ton 1,638 mission sorties in a six-day period w delay.

☆ ☆ ☆

A tabulation of State arrests made during leased by the Committee on Transportation indicates continuing need for enforcement ag authorized transportation. Don Lawrence, Secretary, found that State officers made 25,1 involving unauthorized motor carrier operat year. In addition the Interstate Commerce Co has 398 court proceedings pending involvi carriers and 232 civil claims settlements. B fines for violations amounted to $1,055,836 value of transportation charges lost to un carriers, acording to the American Trucking tion, would be several thousand times that fig

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r airlift of cargo to Europe on scheduled flights C-5 *Galaxy* began in August and is averaging e flight per week. Frequency of flights will is cargo demands warrant and as more C-5's operational inventory. They will serve both and Pacific bases from Military Airlift Com- iadrons assigned to Charleston AFB, S.C., FB, Del., and Travis AFB, Calif.

☆ ☆ ☆

ortation Engineering Agency, a major subordi- activity of Headquarters MTMTS, has moved offices in Newport News, Va. The move con- ome 70 TEA personnel who formerly utilized ate buildings at Fort Eustis, Va., into a single or improved efficiency in their operation. TEA raffic and safety engineering services for the nt of Defense and also conducts transporta- lies, including transportability guidance for es.

The United States scheduled airlines have announced their support for recent proposals of the U.S. Customs Bureau for tighter security in the handling of inter-Unational air cargo. Stuart G. Tipton, president of the Air Transport Association (ATA), said the great majority of losses from air cargo are from international shipments. Loss records at New York's Kennedy International Airport show that upwards of 80 percent of dollar value in reported losses involve international cargo. Under the new Customs Bureau program the airlines will furnish the Bureau with a list of employees who unload, store and deliver imported cargo and Customs will issue identification cards for persons employed in high-risk areas. Other steps proposed by Customs include nationwide uniform methods of accounting for manifested merchandise and the treatment of discrepancies in such records.

☆ ☆ ☆

MTMTS HOUSEHOLD GOODS DEPUTY RETIRES

E. McCormick, who be- it it is tougher to move belongings than people, re- ired from Federal service king almost 35 years in ng of household goods for rtment of Defense.

Cormick's career reached at the Military Traffic ent and Terminal Service), where he served as Director for Personal since MTMTS' inception Today MTMTS' personal directorate supervises the $540 million worldwide and storage of house- ls for all Department of personnel.

cent retirement ceremony Headquarters MTMTS, General Otis E. Winn, eputy Commander, MT- sented Mr. McCormick ment certificate and the Meritorious Service aque.

Cormick began his Gov- career at the Naval Tor-

pedo Station, Newport, R. I., in 1935. He later served as traffic manager at the Naval Supply Depots in Newport and Davisville, R. I.

In 1953 he moved to Washington, D. C., to become assistant chief of the household goods division of the Navy's Bureau of Supplies and Accounts. While with the Navy, he served on the committee which wrote the joint regulation on commercial warehousing and related services for household goods of military personnel.

He transferred to the Department of the Army's Military Traffic Management Agency (MTMA) in 1958 and was named assistant chief of the household goods branch, under the directorate of freight traffic. In 1962, Mr. McCormick continued in the same position with the Defense Traffic Management Service (DTMS). Both MTMA and DTMS were predecessors of MTMTS, single manager of transportation for the Department of Defense.

A native of Pawtucket, Rhode Island, Mr. McCormick is an Honorary Member, Staff and Faculty, of the U.S. Army Transportation School at Ft. Eustis, Va., and a member of the National Defense Transportation Association.

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In the closing days of World War II the Third Army moved so rapidly across Europe that regular supply channels could not meet General Patton's need for supplies. A new and different mode of keeping the Third Army in precious gasoline, food and materiel was needed. The Army's answer was a transport package called Red Ball Express.

The Red Ball was conceived and born almost overnight. The father was General Patton's Third Army, the mother was necessity, and the midwife was Com Z, the rear echelon headquarters.

Long before D-Day the forward movement of supply had been planned in orderly progression to keep pace with the advance of the armies. All means of supply movment were to have been coordinated —rails, pipelines, truck transport. But two of our striking forces changed all that.

First the Air Force and the French irregulars had done their job in destroying enemy communications and transportation. Railroad bridges, overpasses, switchpoints, and other vital parts of the rail routes had been attacked and so damaged by bombing that the rail system would have been useless without time-consuming repairs.

Pipeline forwarding of the Third Army's lifeblood was also inadequate. As rapidly as a six-inch pipeline was constructed—and as much as thirty miles were laid in a single day—the advance of Patton's army was even swifter.

Second—and it was this which made the time element so vital—was the blow which resulted in the breakthrough of the Third Army. With Patton rushing eastward in columns that ate up enormous amounts of gasoline, the carefully planned support scheme went out the window.

General Patton's columns could go ahead without giving the rear echelon, Com Z, a major problem of ammunition resupply, for the lack of organized opposition kept expenditure low. They could go ahead without great tonnages of food, for they could count on small but sufficient quantities of local edibles and captured enemy supplies. But they could not keep moving without gasoline. Furthermore, since no one could foresee when and where that race would slow down and come to a halt, it was necessary to provide a way to push forward sufficient supplies of all types to guarantee, to a force far from its supply base, a new base from which to draw quickly the means of living, of holding on to its position, and of renewing the attack.

The need for a completely new plan of support was seen at once and the most flexible mode of transportation—indeed, the only one available which had the necessary capabilities—was put to work on an emergency basis. The Red Ball Express, consisting of every available truck company that could be spared from other essential work, was organized. Every truck company available for hauling was used, and others were taken from beach and port operations and static installations.

Organized to supply Patton's columns on an around-the-clock basis, Red Ball was a 400-mile, one-way, limited-access road with a high limit of 45 miles per hour. The road ran fr beaches of Normandy, as far as Germany an again by a parallel highway. At times mo 400 trucks an hour roared along this route. along by special Red Ball MPs on motorcyc

Only trucks with a red ball insignia a could get on this highway. Even the comm general could not ride it without a red ba fastened on his vehicle. A filling station and ican-style garage were set up every 60 mi lay teams of drivers were spotted along th and often they drove through a hail of s lead. At night the long convoys drove without

During the first 26 days of its operati Ball delivered more than 200,000 tons of sup the Western front. In the crucial stages Patton drive, the trucks delivered 7,000 ton Amazed and delighted by this magnificant p ance, General Patton exclaimed, "The truck most valuable weapon!"

General Eisenhower praised the vital tr tribution in a 1945 report to the President one looks back on those amazing days," he "it seems well nigh incredible that at no pe until the time we stood on the threshold of V was the momentum of the drive retarded lack of essential supplies. The spectacular m the advance was due in as great measure men who drove the Red Ball trucks as to th drove the tanks."

Major General (Ret.) Paul F. Yount Chief of Transportation, U.S. Army, sai transportation is an indispensable part of o Trucks provide the speed, mobility and d necessary for development and support of m on land. Every one of our units depen trucks to carry its men, tow its guns and supplies. In addition, large numbers of tr required to supplement other forms of t tation in the movement of war materials arsenals and factories to the fighting zone

General Yount concluded, "Trucks contr a great measure to the effectiveness of o throughout World War II. Probably the ing achievement was the close support of t Army's fast moving tanks at the Norma through. This action led General Patton t that 'the truck is our greatest weapon.' "

The successful operation and grea rendered by the Red Ball Express in Wor led to the use of the same name and conce the Korean War. In the Vietnam war, the again became a symbol of service to our m field.—MICHEL R. SCOTT

REDDALL EXPR

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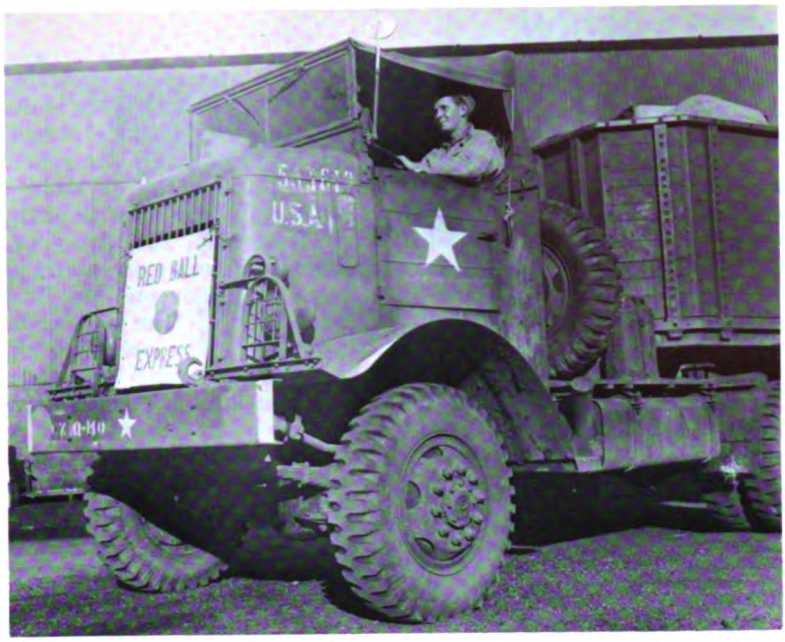

The Hqs bivouac area of a Red Ball convoy near Gisors, France. Upper right: Truck load of clothing the front via Red Ball Military Highway. Lower left. A convoy is waved on to the forward area. : An American convoy moves around a heavy truck stuck in the ditch on the "Red Ball Highway."

on's Fast-Moving Supply Line

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Continued from page

today can be eliminated by one nuclear weapon. But the requirement for ports in the combat area might well be obviated by use of the heavy lift helicopter and the Sea-Land container. Such use should result in dollar savings since it will enable throughput of cargo from stateside depots to those using units overseas. This concept will reduce manpower, handling costs, trans-shipping costs, route security requirements and pilferage.

For example, if a heavy lift helicopter and container ships had been available during the Vietnam buildup we could have saved millions of dollars by eliminating such things as port real estate, dredging, pier construction, port personnel and their facilities, warehouses, access roads, truck units, tug boats and lighters.

With the Air Force C-5A lifting tons of equipment into a theater of operation, the heavy lift helicopter will take over at the aerial port and deliver the cargo to the user or to a depot. This capabiilty will not only minimize aerial port congestion but will expedite the delivery of high priority cargo during the build-up phase of an operation.

Thus, while a heavy lift helicopter is big and expensive, it is very attractive in terms of cost effectiveness. This is due to its many uses which would result in savings by the reduction of requirements for more conventional units and facilities.

Essentially, the Army in the 70s will improve on existing systems and concepts. As Shakespeare put it, "the past is but a prologue." The principal efforts will be to develop doctrine and requirements to further exploit the mobility potential of aviation uncovered during the 60s; and to concentrate in the immediate time frame upon improvement of present capabilities to attain utmost combat power and effectiveness per available dollar. Thus, a new organization is needed.

The most revolutionary organization in the 1940s was the airborne division; in the 60s it was the air mobile division. In the 1970s it is envisioned that a special brigade, oriented for mid-intensity or European-type warfare, will enter the Army's force structure. The heart of this brigade will be attack helicopter squadrons which should appreciably delay an enemy armor or mechanized force that is attempting a penetration. The brigade would additionally contain air cavalry, airmobile infantry, engineers and supporting services to make it a quick r force capable of providi mediate, selective applica combat power. We don't go as far out on a limb a of my aviation compatri think that such a unit, particular the employmen attack helicopters—the and *Cheyenne*—will revol tank warfare and perha tend the end of the ta do envision drastic cha mid-intensity warfare a sult of the application of air mobility tactics w proved weaponry such TOW or the Shillelagh on attack helicopters.

With our improved eq and our developing tac cepts the Army can a and predict success in of numerically superio The outcome of t Little Big Horn will be d ferent. Our success wil complished by gaining in the classic function bat—all managed and s through faster, more and more responsive sy

With troop carrying ters, larger logistic mo ter surveillance devices proved attack helicopt anti-tank missiles, we can reduce the numeri and bring the scales into

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Military Traffic Management
and Terminal Service
Washington, D. C. 20315
29 July 1970

Mr. Frantz:

NTA approaches its Silver Anniversary, and as you prepare to
ih your unprecedented Third Term as National President, I
to extend my warmest congratulations to you and the associ-
ı you have led.

charter member of NDTA and one dedicated to its principles,
proud of its many accomplishments and its support to the
ary during the past 25 years. NDTA's growing image as a
e and visible organization is due in large measure to the
ned professional talent, energy, time and will of the entire
rship.

g your tenure in office, you continued the program establish-
your distinguished predecessors of expanding NDTA activities.
as important, NDTA's image as an action group, not merely a
yor of high-toned sentiments, has been preserved. This augurs
for the future of NDTA.

ı prepare to leave office, I join my colleagues in expressing
ratitude and wishing you the best of luck in the years ahead.

Sincerely,

Clarence J. Lang

CLARENCE J. LANG
Major General, USA
Commanding

lby M. Frantz
al President, NDTA
Street, N. W.
gton, D. C. 20006

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In war and peace the 28th Transportation Battalion has lived up to its motto, *En Temps*. Its truckers are proud of their role as "On-Time Delivery Specialists."

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translog

THE JOURNAL OF MILITARY TRANSPORTATION MANAGEMENT

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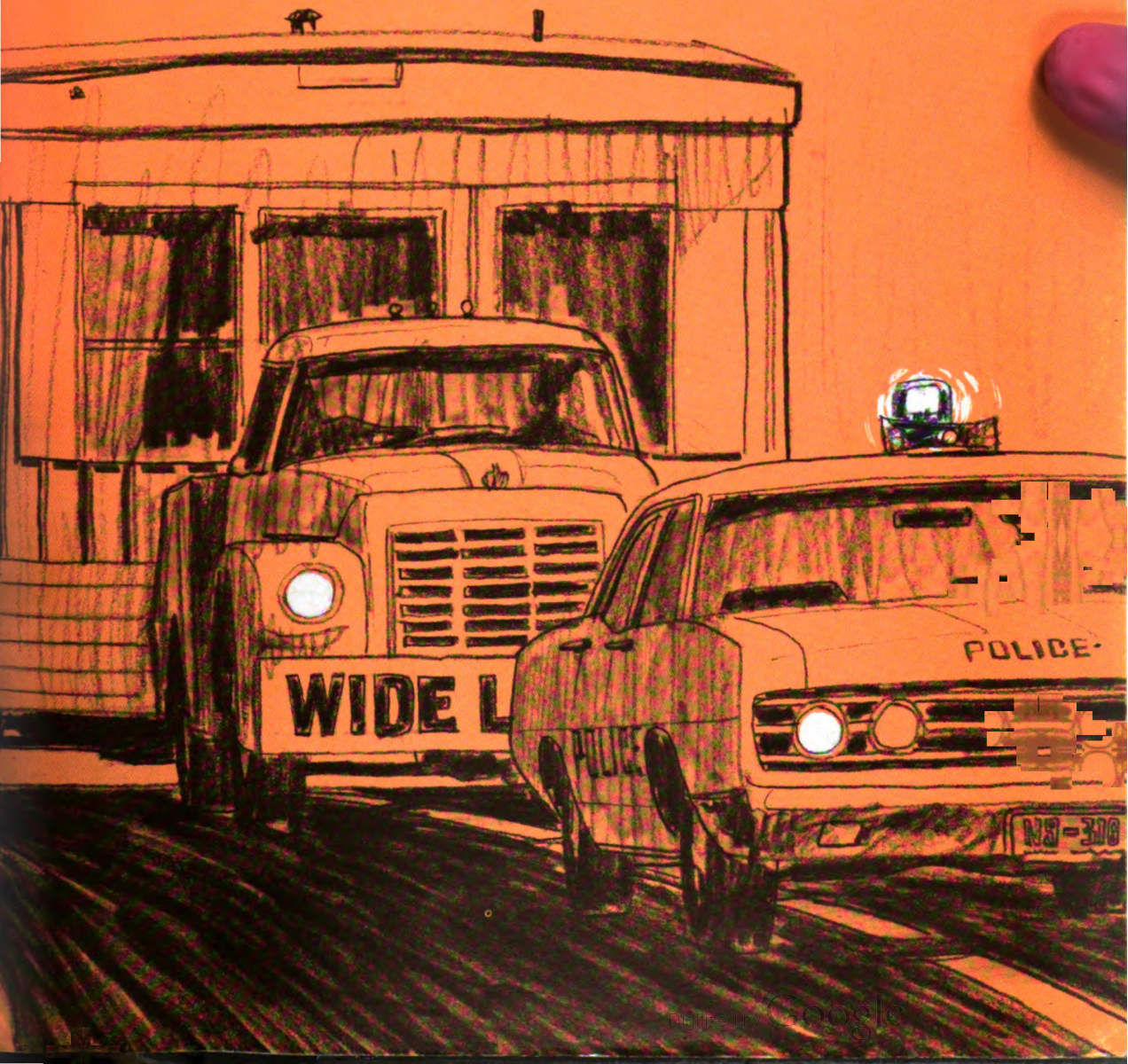

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OCTOBER 1970

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The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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FEATURES

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"CUT HOLES AND SINK 'EM"
Second Lieutenant Charles J. Rouse, USA .....

MANAGING MUNITIONS MOVEMENTS
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VIEW FROM THE TOP

by
APTAIN J. T. BISHOFF, USN
ssistant Commander, MTMTS

ry Traffic Management and Terminal Service n impressive organization. In Fiscal Year ITS was responsible for the management ent of Defense freight and passenger traffic lled more than 15 million tons via rail and arriers and almost six million passengers Continental United States, by air, rail and g the same period we transshipped almost measurement tons of export and another on measurement tons of import cargo e military ocean terminals and outports components of this command. This is a ly important contribution to the military f this Nation. It represents the end product and complex structure of equipment and of machines and people. Above all else, ts the effort of people, some 7,000 of

uism to say that people are the most im- et of MTMTS, but it is undeniably people *his organization* and who determine those ve are able to obtain, and the shortfalls r.

establishment such as ours it is all too dividuals, any of us, to lose sight of our to the whole command and our influence ormance of the organization. It is not dif- into a rut, to accept the easy, the careless, way of doing our jobs in the belief that it matter in the end, and yet, it does matter, dously so. We see too many examples of jobs occupied by the inept and the careless with too much emphasis on rights and too little awareness of responsibilities. More than ever before in recent years, now is the time for reaffirming our pride in proficiency, in craftsmanship and in accomplishment. We need the sense of high professionalism within every area of our MTMTS organization. Some of us have greater impact on decisions than others and some have greater visibility within the organization, but all of us are important to the command, and all of us share in the quality of the final product.

A true professional is not necessarily a happy individual. Maybe it is his lot to be dissatisfied with the progress being made within his profession and to push for more and better and quicker results, for a better way to accomplish his job. Indeed, Balzac said "In time, a profession is like marriage. We cease to note anything but its inconveniences." But a professional can achieve real pride in his work, and can experience the solid pleasure of accomplishment that can really come from no other source.

Today, probably as never before in the history of our organization, we need the true professional at every level of our command structure. We face new and even more demanding requirements at the same time that we have fewer resources with which to discharge our responsibilities. We must seek new and better ways to do our jobs. As another sage has said, "It is not enough today to build a better mouse-trap, we must find a better way to catch mice."

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MOVING "MOBILE" HOMES

by
First Lieutenant John D. Murphy, USA

The trouble with some king-size mobile homes owned by military personnel is that they aren't really mobile. They don't qualify for movement over the highways in some States. Many Service families have learned this the hard way.

Military Traffic Management and Terminal Service manages the movement of some 17,000 mobile homes annually. Often the owners of these units are unaware of the problems involved in moving them until they receive transfer orders. Only then do they learn that their home on wheels is too long or too wide to meet the highway restrictions imposed by one or more States along their intended route.

A Navy enlisted man became aware of t
of these restrictions when he tried to mo
house trailer from Florida to his new
station in Maryland. He had purchased the
in Florida. It was 60 feet long and, acco
to the dealer, 12 feet wide. He applied to
Navy household goods office for movement
the trailer by a commercial carrier. When
carrier inspected the unit he told the
that it was about two inches too wide. T
fore he could not obtain permits to mo
over the highways in some States.

One of the States which would not
the mobile home to pass through was (de
The home had been built there. The

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S manages the nent of some 17,- obile homes annu- ome of these are nobile than others.

Trailer park near Army's Fort Belvoir, Va., and Marine Corps Schools, Quantico, Va., is temporary hometown for several Service families.

l the dealer who professed surprise d the trailer home was oversized. The oduced a bill of lading from the fac- h listed the home as 60 by 12 feet.

the dealer called the manufacturer he that the home was indeed more than vide, but that the State law at the ts construction stated that the width o more than 12 feet *"or thereabouts."* y legal officer advised the sailor to ian counsel about the matter. The torney told the sailor that any action bably take months and would be gen- rewarding from the standpoint of s settlement. By this time the Navy nly five days left before his departure

mmercial carrier finally agreed to mobile home, via a circuitous route through Alabama, Tennessee, Kentucky, Ohio and Pennsylvania. This added several hundred miles to the route. The additional time and mileage was costly to the home owner because Government regulations allow no more than 74 cents per mile for the movement of mobile homes, regardless of the actual cost. Frequently the amount charged by a carrier will exceed this allowance by as much as 50 cents—occasionally as much as $1.00—per mile.

Some of the larger mobile homes are a transportation problem because their manufacturers have ignored the width limitations established by various States. A house trailer advertised as 12 feet wide may be as much as 12 feet-six inches wide. The problem is further compounded by lack of uniformity in measuring methods. Some manufacturers measure the width between the farthest point on each side

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of the frame. The State's measurement will include door handles and the safety lights on both sides of the frame.

During April and May of this year, several States, particularly Georgia, North and South Carolina and Virginia, began to tighten the regulations governing transport of oversize mobile homes. Ironically, many of the homes that were being restricted were built in the States doing the restricting.

These States began to measure in-transit mobile homes and refuse permits for oversize units. Because the mobile home owners and commercial movers were unaware of non-uniform measuring methods, several in-transit homes were stopped, fines were levied and mobile homes were impounded.

Oversize homes sometimes require modification before a move. Some States may require a larger unit to have three axles and a heavy lift hitch. The owner must pay for these modifications. Pilot cars, escorts or flagmen may be required in some States. Some military families have found it necessary to ship their large trailer homes by rail or truckaway method. This can amount to as much as a dollar a mile additional expense.

Even a smaller mobile home may be a headache to the Service member at transfer time if he has not been properly counseled before the move. Costs of repairs enroute, tire failure and storage-in transit (SIT) are topics of discussion that should be routine during the counselling sessions between the Service member and his Installation Transportation Officer (ITO).

In an effort to reduce the problems encountered by military mobile home owners, MTMTS has published some Mobile Home Premove Instructions and is encouraging the Services to distribute them to trailer home owners.

Instruction No. 1 of the MTMTS paper points out the importance of unblocking the home in advance of a move to allow springs to settle and allow time for repairs. Another i tion reminds the owner to discard all c blocks, oil barrels and flammable mater cause these items can't be transported mobile home.

Because careless premove preparati the owner can result in damage duri move, he is advised to secure loose fu forward of the axle. This will reduce ex swaying when the unit is in tow and lo possibility of an accident enroute.

The local installation transportation is the key man once the military house owner receives his orders to move. T can give guidance on all aspects of th but he, too, must look for guidance ab regulations, routings and State requir

The MTMTS personal property dir has met with Service representatives to problems inherent in moving mobile h State highways. MTMTS has also co with the American Association of Stat way Officials which has, in turn, writte way officials in all States asking for wi length requirements on mobile home moved on Government bills of lading.

In reply most States agreed to issue for movement of mobile homes up to 1 width (exclusive of added safety devic 80 feet in length (including the prime However, there are exceptions. The S Massachusetts requires that mobile hom ments exceeding 10 feet wide be on trailers. Connecticut, Delaware, Ohio, vania, Illinois and Mississippi will permi ments up to 12 feet wide, including devices such as clearance lights on bo of the frames.

There are also restrictions on lengt necticut restricts movements to 75 length, except on dual divided highway movements 80 feet long are allowed. Alabama, Kentucky and South Carolina

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its to 75 feet in length. Illinois restricts its to 70 feet in length, whereas Mississaximum allowable length is 78 feet. iese lengths include the prime mover). homes moving to Alaska encounter that are less common in other States. spaces are often hard to find and some omes are not adequately insulated for re temperatures of central Alaska, ay drop to minus 50 degrees or lower. npossible to solve all of the problems long with moving a mobile home, but overnment Tender of Service for Moes is a giant step in raising the standMTMTS' personal property moving ge program and improving the servmilitary member.

S has rewritten the old tender and it ffective October 1 of this year. The er calls for more restrictions on the n reference to delivery dates and more s of the mobile homes before, during the moves.

o October carriers sometimes asked es for additional charges to insure a delivery date. Under the new tender er agrees to meet the delivery date application of increased rates or the Government or member.

e carrier must also pay an inconvenn for liquidated damages not to exer day for the member, $10 per day dependent 12 years or over, and $5 r each dependent under 12 when the isses a required delivery date for yond his control, as described in the

tender calls for a pre-move survey rrier and a pre-move inspection of nditions leading to and underneath mobile home. In the past a carrier to make the move and then raise his price or decide he couldn't make the move once he saw the ground conditions at the home site.

If a move requires storage-in-transit (SIT) the carrier now has to make sure the SIT site is a "reasonably secure area." Once the carrier is notified of a delivery date after SIT he must make delivery within five days of the request for delivery.

Too many members have suffered undue hardships because of claims that were not paid on time after a mobile home was damaged in route. Under the new tender the carrier must offer a firm settlement of claims to the claimant within 120 days after receiving the claim.

Finally the tender calls for a quality control program by each carrier that signs the tender. Each carrier's program will provide total visibility of all facets of the program and insure that service provided is equal to or greater than standards of service established by MTMTS. The programs also must be available for inspection by MTMTS.

Carriers failing to comply with the stipulations of the new tender will face possible suspension and therefore will not qualify as Department of Defense carriers.

Problems seem to have a head start over the solutions as oversized mobile homes take to the highways in increasing numbers. One problem faced by military mobile home owners is that the cost of moving a house trailer is often higher than the 74 cents per mile maximum allowed by existing regulations. Action is being taken to obtain legislation that would permit a higher mileage allowance. Plans are underway for an educational program which will inform and counsel present and future military mobile home owners, but for the present the member must depend almost totally on his ITO for the information so vital to him as a mobile home owner.

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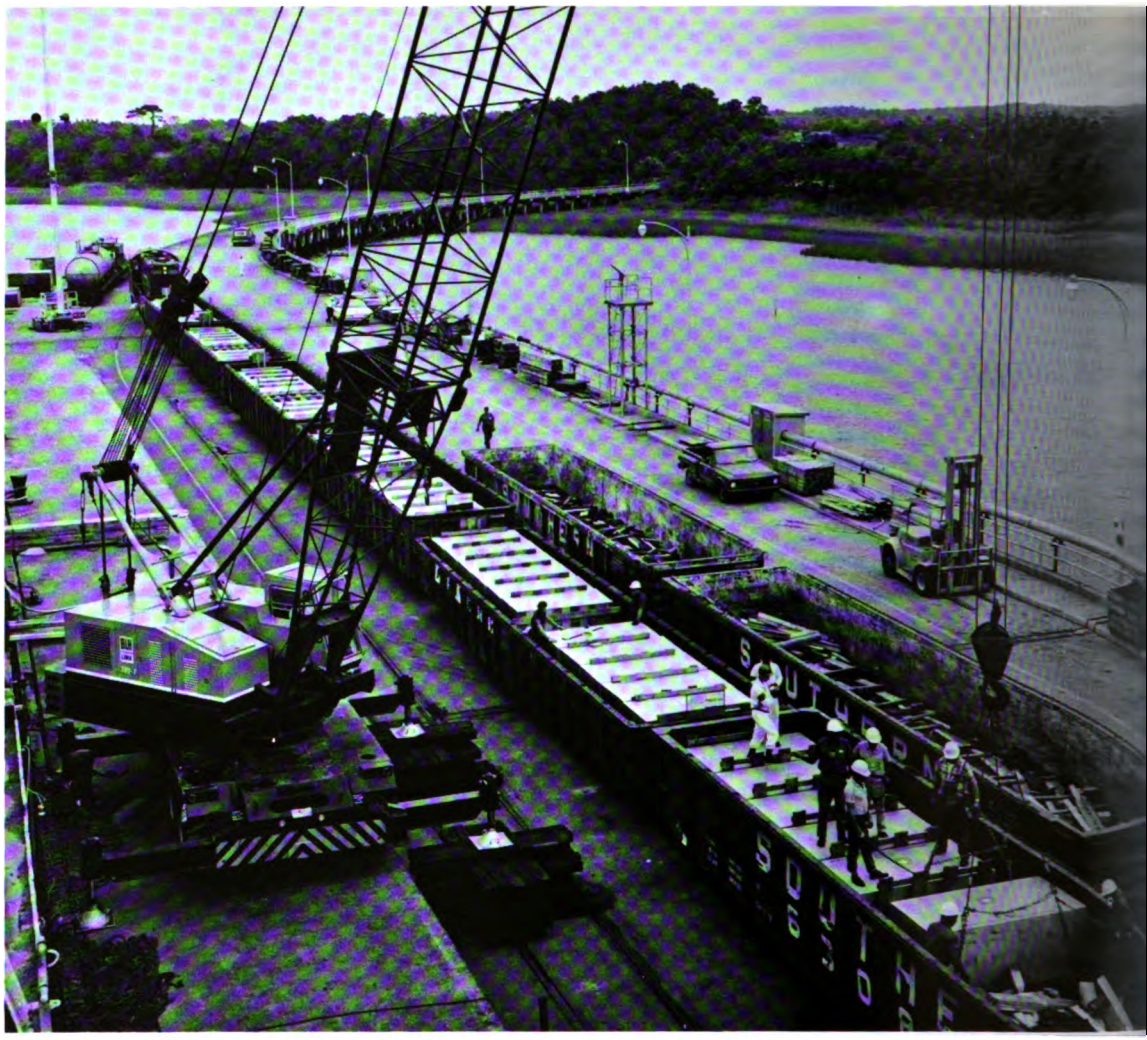

The Army wanted to get rid of more than 15,000 outdated nerve gas-filled rockets. The Nation emy of Science recommended deep water disposal. Thus began Operation CHASE. The acronym

"CUT HOLES AND SINK 'EM

by Second Lieutenant Charles J. Rouse, USA

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nesis of the transporta-
dustry and for military
rtation as well, is that
ly needs something. Last
, however, the Military
Management and Termi-
vice (MTMTS) became
in a transportation task
n't fit the standard pat-
was not a case of some-
eeding something, but
case of somebody "not
" something. Specifically,
ıy had 15,540 nerve gas
kets that were outdated
ısidered hazardous for
storage. A workable plan
ded to dispose of these
eable munitions.

se of the complexity of
ıblem the National Aca-
Sciences was asked to
an answer. After several
es researched the prob-
Academy recommended
er disposal as the safest
t effective solution. Dr.
W. Pritchard of Johns
University stated that
f the aging condition of
ts, there was no alterna-
to get them into the
soon as possible. Dr.
Gross of Duke Univer-
her scientist heading a
e at the urging of the
also recommended "sea
without delay."

y estimating the situa-
Defense Department
w the best solution to
gas problem. The next
a systematic approach
lan how to deliver the
final destination. The
odied the combined ef-
he Department of the
S. Continental Army
(USCONARC), The
General, the Army Ma-
mand (AMC) and the
Traffic Management and
Service (MTMTS).
ation would be named
for "Cut Holes And
"

s participated in the

Seven reporters from national media and five from North Carolina receive instructions in use of the gas mask at Sunny Point.

Longshoremen lift one of the 418 nerve gas "coffins" aboard the ship in preparation for the final leg of Operation CHASE.

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Sunny Point military policemen take a last look at the *LeBaron Russell Briggs* as the ship carrying the nerve gas heads for its watery grave three miles beneath the ocean's surface.

development of the plan because Operation CHASE was indeed a traffic management function. Headquarters MTMTS named the Directorate of Inland Traffic as point of contact for relaying all information pertaining to CHASE. It was believed that this minimum of communication channels would increase responsiveness.

The primary concern of Operation CHASE was safety. Helicopters scouted the proposed track routes from the two storage depots—Anniston Army Depot in Alabama and Blue Grass Depot in Lexington, Kentucky—to the Military Ocean Terminal, Sunny Point, North Carolina (MOTSU). Pilot or "dummy" trains were prepared to precede each of the two trains actually carrying the rockets. While a team of safety experts was making physical safety checks of MOTSU, a Technical Escort Unit from the U.S. Munitions Command was training the local longshoremen for this specialized operation. Gas masks were distributed and instructions in emergency procedures were given.

The 15,540 outdated rockets were placed in 418 concrete and steel vaults and loaded on railway cars for movement to Sunny Point. As an added safety precaution, live rabbits were placed on the trains for detection of any escaping gas. In addition, MTMTS officials made sure that the trains would not travel through populated areas.

As the trains clackety-clacked their way to MOTSU, many curious on-lookers waited for a chance to wave hello or yell good luck. Curiosity held priority over sleep for many who loyally sat near the tracks until the by now notorious train appeared. According to the press, however, public outcry was intense. Caught up in this "wave of dissent," several Government officials strongly objected to the dumping of the gas into the ocean and threatened to attempt to halt the shipment. Many claimed that the decision to dump the nerve gas off the Eastern coast was a short-sighted one.

After the facts were presented, together with an explanation of the rigid safety precautions being taken by the Department of Defense, many officials withdrew their objections. They were informed that no train would be traveling through a heavily populated area. They were also told that if the gas ever leaks once it's in the ocean, it has an extremely short life span, and because the density of the gas is heavier than water, there would be no danger of the gas ever reaching the surface. (The disposal spot was to be in water three miles deep and "barren of marine life.")

One enlightened official changed his mind, state have reached the conclusio the lives and welfare of ou zens will not be in dange that the possibility of danger to our environme danger to future generati negligible."

The Defense Department with patience and understa in dealing with public op Even though the military that it had adopted the in fact, the only practical p dispose of the dangerou it still took the time plain the entire situation.

Press interest was i and at one time more th newsmen gathered at M to report on the operation.

The Defense Departme the most part, received support. The public was fied because the military an effort to explain. Aft press and public understo situation there was no an panic. The military, for had public backing, not th lic on its back.

The success of Op CHASE was expressed in to Major General Clare Lang, MTMTS Commande the Acting Secretary Army Thaddeus R. Beal. letter, Mr. Beal said:

"I was impressed with outstanding and profes manner in which CHASE OPERATIO planned, coordinated executed. This is pa larly remarkable in vie the unusual amount of tility and unfavorable licity which resulted the decision to go ahe was a very sensitive tion and ended well be of the unusual care ability displayed by the ticipants."

Actually, it was an une trip, just as the Defense ment said it would be.

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e of a military traffic manager is easily . He must insure the movement of persons ngs in the most economical manner consistent fety and timely arrival at destination.

Managing Munitions Movements

by
Colonel Peter G. Olenchuk, USA
Commanding Officer
U.S. Army Ammunition Procurement and Supply Agency
Army Ammunition Plant, Joliet, Illinois

Ammunition Procurement and Supply (APSA), the traffic manager is expected ish the conditions and set the stage in a to provide for accomplishing the ultimate c management of ammunition. This is shed primarily by establishing and partici- ı the establishment of basic policies, pro- ıd guidelines. He is likewise bound to fur- ice and guidance and to utilize a minimal system to insure that traffic management are being accomplished. At the subordi- tallation level, traffic managers are ex- accomplish the actual traffic management ithin the established guidelines augmented implementing directives of a local nature be necessary to obtain maximum traffic ent effectiveness.

y establishments as well as commercial have come to recognize the traffic manager egral part of the top management team. anagement in its real sense is related in legrees to virtually every segment of an on or community.

ngly, the APSA traffic manager is re- have a comprehensive knowledge of the responsibilities, and *modus operandi* of ts of the Ammunition Procurement and gency and their inter-relationships. Fur- necessary for the traffic manager to be able in a similar manner of the responsibilities and functions of external Government and commercial agencies with which this command is associated.

In addition, the command traffic manager, as well as other principal directors, is expected to maintain an "open door" policy regarding subordinate employees and to maintain an awareness of these employees, their effectiveness on the job, and environmental as well as personal situations which might detract from employee welfare or productivity. Personnel management must be effected and personnel actions taken consistent with proficiency, industriousness and potential, and must in all instances assure equal opportunity to all personnel.

The APSA traffic manager has been designated as one of four special assistants of the command. The manner in which he is expected to perform requires the optimum of diplomacy and tact in dealing with others, as well as professional and technical competence and broad organizational and functional knowledge of the various Government agencies with which this command does business. Fortunately, he is held in the highest esteem by his contemporaries, as a representative of this Command and of the Government.

In direct relation to the Command mission, the traffic manager has a multitude of responsibilities which are of course actually accomplished by subordinate elements of the Transportation and Traffic Management Directorate. In this connection, it should be pointed out that by virtue of our mission

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and the peculiar nature of our commodities (ammunition, explosives and other dangerous articles), no similar traffic management effort exists in either Government or commercial circles. The organization has no precedent or counterpart; policies, plans and movement concepts have been based on levels of safety and security demand, with considerable emphasis derived from past experience and associations with explosive movements. The following are some of the areas of endeavor, expressed in broad terms, which are accomplished within the traffic management organizational elements.

Traffic management considerations begin in the research, design, test and evaluation phases of the ammunition cycle. This is of special import due to the lethal-by-intent design of our commodities. The design/consist of the items, kinds of explosives involved and packaging are all relevant factors. In the case of new items, new commodity descriptions may have to be requested and established and hazard classifications determined. All of these factors are considered in order to assure that the new items can be shipped safely, in consonance with appropriate regulations and at equitable rates.

To the greatest extent possible, munitions components are purchased from commercial vendors. This results in a multi-million dollar procurement of items required by the ammunition plants for the production of end items. APSA transportation technicians furnish packaging and marketing instructions and delivery terms for inclusion into the procurement packages which are initially distributed to industry. Upon receipt of industry replies, the per unit transportation cost is determined as pertains to competitive concerns for inclusion in over-all bid or cost evaluations. At this time reports of planned volume movement are submitted to Headquarters Military Traffic Management and Terminal Service (MTMTS) for negotiation with carriers when rate adjustment appears to be justified. The traffic manager must regulate and monitor the flow of explosives and metal parts and components into the manufacturing plants. In some instances, transportation personnel take expediting actions to assure timely delivery, while in other instances it may require diversion of components from one plant to another. The movements must be in consonance with production schedules and installation storage capability. The optimum operation is to permit movement direct from carrier equipment to plant production lines without handling through plant storage facilities, and concerted effort must be exerted to effect movement under this concept.

Installation facilities and equipment are of prime consideration in connection with movement of components and supplies into production operation when moving end items of ammunition from duction. Quantity-distance factors for expl must be kept under constant observance. In tion disabilities for one carrier mode as relat another is also a cost factor pertaining t munition movements. Multi-mode capabilities of course, desirable. End items coming o production lines may be placed in plant st shipped to an ammunition depot for storag ultimate movement to a user, or may be sh directly from production to the customer viously, handling into plant storage, then

Continued on page 24

APSA TRAFFIC MANAGER DOUB AS BOXING COACH

Managing munitions movements as AP Director of Transportation and Traffic M agement is Robert J. Surkein's voca coaching fighters and refereeing bo matches is his avocation. A boxer in youth in North Jersey, Surkein spent of his time at Stillman's Gym which spa many a noted pro. While serving as an A Transportation Corps officer, in charg personal property shipments for the Mil District of Washington, he earned a W House commendation and coached the A boxing team for the Olympic games in As an Amateur Athletic Union referee he to the Soviet Union in 1969 and referee Russian-American competition.

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TO'S HOTLINE

DELIVERY IS IMPORTANT

ibility to meet the desired delivery date is important when trying
e upon a carrier for a shipment to an Arial Port of Embarkation.
ve poor service by a carrier should be reported to the Area Command.
ival of shipments causes difficulties in developing accurate overseas
forecasts and disrupts the orderly flow of shipments through the
inal.

D LOTS REDUCE OVERALL TRANSIT TIME

he advantages of consolidating small shipments into truckload lots
ment to Aerial Ports of Embarkation is the overall reduction in
time. Reduced transit time may be the difference between meeting
ing an estimated time of arrival. The advantages of shipment
ation are explained in Paragraph 211006 of the MTMR.

D ASTRAY FREIGHT MUST BE ACKNOWLEDGED

responsible for astray freight should be notified once the freight
delivered and correlated with a GBL or other billing reference.
should be prepared within the time frame covered by AR 55-38;
JB 459; AFM 75-34; MCO 4610.19 and DSAR 4500.15.

THE CORRECT CONSIGNEES

l shipments and mailed original GBLs should be sent to the destination
e GBL along with the "Property Received" copy and other supporting
ould also go to the destination ITO. Consigning shipments or mailing
GBLs to individuals of sub-activities at an installation creates a
administrative burden.

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TO's HOTLINE

SECRET SHIPMENTS NEED LOTS OF LEAD TIME

Movement of SECRET classified shipments requires advanced planning. The lack of a qualified carrier can delay shipment if proper steps are not take by the shipper. As soon as possible, ITOs should submit their requirements for shipment to the proper MTMTS routing authority, because the carrier qualification and clearance procedures will take close to three or four months if a qualified carrier is not immediately available.

SPECIALIZED EQUIPMENT IS GOING STRONG

The supply of specialized rail equipment is improving and carriers are becoming more responsible to the military's needs for such equipment. When specialized equipment is needed, ITOs may contact the carrier to see if it is available. Any difficulty in obtaining the size, quality or quantity of equipment needed should be reported to the Area Command.

SHIPPING TOGETHER REDUCES TIME

The importance of getting the consignee his copy of the long form GBL quick can't be overstressed. When a shipment is moving on a certified scheduled airline, time is of the utmost importance. To insure that the consignee has his copy of the GBL it is best to inclose the copy in the shipment. This way both the shipment and the copy of the GBL will arrive at the destination at the same time.

REMOVAL REQUIRES RENEWAL

Whenever a part of a lot is removed from basic agreement non-temp storage, the contractor must furnish a new or revised warehouse receipt for the goods remaining in storage. Details describing this activity are found in Paragraph V, B, DoD 4145.16R.

BAGGAGE ALLOWANCE MUST BE SPECIFIED

Service members who are carrying excess baggage and are flying overseas on regularly scheduled airlines must have the excess baggage allowance specified in their Government transportation request or reassignment order. If the allowance is not specified, the member has to pay for the excess baggage.

STORAGE CONTRACTOR IS RESPONSIBLE FOR MISPLACED ITEMS

Sometimes parts of a shipment coming out of non-temp storage are misplaced and not available for pickup by the carrier. If this occurs and the parts

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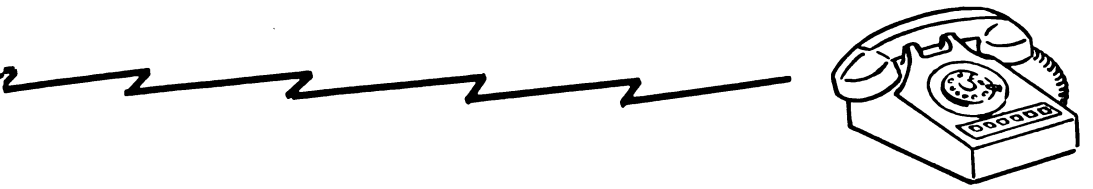

found, the storage contractor is responsible for forwarding the items
s expense by a mode which will most nearly meet the owner's needs. If
ontractor refuses to ship the items then it is the responsibility of the
o get the goods to the owner. The contractor should then be billed
ayment of the excess charges caused by the two shipments.
e contractor fails to remit the amount of the excess within
ime specified by the ITO, the matter should be referred to the
priate MTMTS contracting officer for action under the storage agreement
ontract.

CARE OF EXCESS WEIGHT

e members should not be billed by the carrier for any excess weight
heir authorized weight allowance on a shipment of household goods.
hould submit a GBL which indicates the total weight of the shipment.
ry collection procedures will be used to collect any excess
due the Government.

INE CARRIERS SHOULD BE APPROVED

ousehold goods shipments are moving in an interline carrier
ement, the interline carriers must be carriers approved in the MTMTS
al Property Approval printout. ITOs can check the requirements
ning this type of move in Paragraph 6002c(5) of the PPTMR.

SIGNATURES ARE NOT NEEDED

e members are not required to complete carrier quality control
releasing carriers from liability for damages immediately upon receipt
ir household goods. These forms, provided by the carrier, prejudice
port of the owner if at a later time the member finds reason to make an
e report on the shipment. Carrier quality control reports are con-
sly used as a rebuttal to Letters of Warning reporting violations of
rrier's Tender of Service. ITOs should discourage members from
ing quality control reports other than ones issued by the ITO.

RT IS IMPORTANT

nic port call requests must indicate a service member's passport
if he is in possession of a passport at the time of the port call
. Indicating that a member has a passport, when he does not, will
y cause the member to miss his originally scheduled flight.

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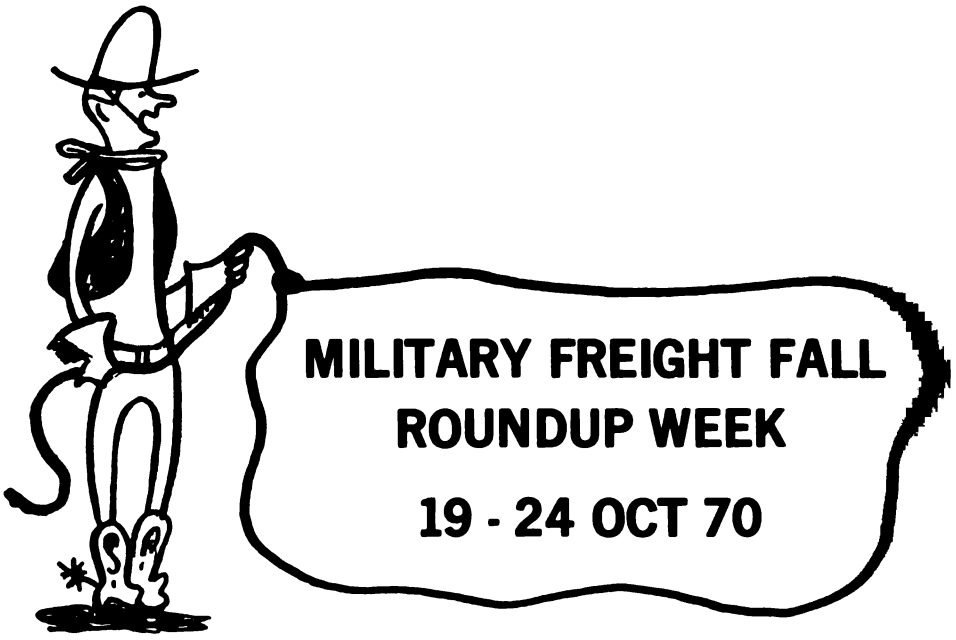
TO'S HOTLINE

CORRECT INFO IS IMPORTANT ON SPECIAL SHIPMENTS

Carriers need to obtain special highway permits for oversize and overweigh shipments. Incorrect shipping information from ITOs requires the carriers to obtain a revision in the special highway permit once the mistake is fou Incorrect information results in increased costs, delays in the movement o freight, and friction between carriers and state officials. Any oversize overweight shipment requires the special attention of the ITO.

ROUNDING UP THE "ASTRAYS"

As part of a continuing program beginning with Military Freight Fall Round week, October 19-24, ITOs should be making a concentrated effort to visit, telephone, or write terminals, stations and warehouses of various carriers their localities for the purpose of locating, identifying, and disposing o lost, astray, or frustrated military freight shipments. ITOs are encourag to work closely with carriers serving their installations in order to redu the astray freight problem in the future. Details concerning the objectiv of Military Freight Fall Roundup Week can be found in the September 1970 TRANSLOG.



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BEHIND THE GBL

. S. Government Bill of is just a piece of paper, s used to contract for and millions of dollars worth ice every year. The major n of the GBL is to simp- shipping process by re- the confusing paperwork ed with shipments. Cargo is determined on a -hand basis with the of the GBL being liable entire shipment. Only transfers the bill to the rty does he relinquish fi- responsibility.

ing the GBL system simple is quite a job. It involves statistically processing GBLs and Transportation Requests. This includes developing, revising, and maintaining the Joint Regulation (AR 55-39, AFM 171-3, NAVSUP PUB 469), Statistical Processing of U. S. Government Bills of Lading.

At Headquarters, Military Traffic Management and Terminal Service (MTMTS), one individual, Jane Salata, is responsible for this entire operation. A civil service employee for more than 25 years, Miss Salata is the foremost authority in MTMTS on the subject of coding and operating procedures for GBLs and TRs. She, in fact, wrote the Joint Regulation and maintains it in an up-to-date status. As a statistical assistant for the comptroller directorate, she alone composes the instructions and definitions, organizes this material in a logical sequence, and determines the adequacy of classification codes which are the heart of this regulation. Miss Salata determines changes to be made in basic procedures relative to coding, punching, or computer editing processes and provides guidance to reporting installations to improve the quality of the data.

JANE SALATA

Jane also researches transportation publications and directives to determine new technical definitions and code classifications. She is responsible for developing all coding systems pertaining to the GBL and TR data banks and enters the DoD standardized codes into the MTMTS statistical program.

In addition to dealing with mountains of paperwork, Jane answers several telephone inquiries every day concerning GBLs. Her vast knowledge of this specialized field enables Miss Salata to respond to these questions rapidly and accurately so that maximum effective coordination within the GBL system can be achieved.

When asked how she can possibly cope with such a hectic schedule and seemingly thankless tasks, Jane replied, "It's all in a day's work."

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TGBL: SERVICE with SAVINGS

Single carrier responsibility for a shipment moving by many modes of transportation has always been a traffic manager's dream. The Department of Defense's transportation traffic manager, the Military Traffic Management and Terminal Service, has transformed this dream into an everyday reality.

The Through Government Bill of Lading (TGBL) shipping method was first brought into existence over 20 years ago to bring single carrier responsibility to DoD shipments. The greater diversification of transportation modes and the greater influence of containerized shipping has made the TGBL system more important as an alternative method of shipping household goods to overseas areas.

Recently, MTMTS saved the Marine Corps $7,500 by using a TGBL carrier for a movement of furniture from the United States to a point in Japan. In a move such as this, the TGBL carrier has responsibility for the move from the time the shipment is loaded at the origin till the time it is unloaded at the destination. Over land, sea and air the TGBL carrier makes all arrangements with interline carriers and terminal operators for the total movement. In the end, the carrier is paid on one Government bill of lading, in this instance the Marine Corps paid the bill.

The TGBL system does not apply just to overseas shipments of household goods. It can be used to ship any type of commodity which is moving from the U.S. to overseas areas or vice versa. Just a few examples of items moving by the TGBL method of shipment are tires from Pennsylvania to Korea, insecticide from Puerto Rico to Virginia, fruits and vegetables from eastern U.S. areas to Germany and England, and canned apple from Hawaii to Pennsylvania and Ge The list of items could go on endlessly TGBL service is continually finding new p to move.

Movement of the household goods and personal property by the TGBL contai method is proving the efficiency of the sys is simple, less costly, and provides better over shipment movement. Manpower hours time, and the number of forms involved in ment are drastically reduced. TGBL delivers faster than before and both the shipper and signee know where the cargo is on every ste journey.

Previous to the TGBL system, shipments seas points moved through a tangled web riers and paperwork. Knowing where a sh was at any one time was almost an impos Shipments jumped from one type of tran tion mode to another and each time this more paperwork was necessary. All paper sent to the controlling agency where it repo a needless administrative burden.

Expanded use of the TGBL system a MTMTS to combine the containerization and the TGBL method of shipment to bri greatest economy to the Department of D Cooperative, enlightened management MTMTS and the carrier industry has bro TGBL to its present position of promi the military overseas transportation mar MTS traffic managers sometime think of t as a dream come true.

by Specialist Fourth Class Ronald J. Dettmer

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LEFT: TGBL shipment of Marine Corps cargo begins at Defense Depot, Ogden, with container units moving over to San Francisco: TOP RIGHT: Upon arrival at San Francisco the cargo is placed aboard a container ship. CENTER The ship leaves San Francisco on its 10-day journey to Japan. CENTER RIGHT: The containers are discharged obe. BELOW: Final leg of the trip to Iwakuni Marine Corps Air Station is by highway. Total time from Ogden, to the Air Station gate was 14 days and 11 hours.

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Newsreview

Leading transportation officers from each of the three major military services were featured in a panel discussion at the 12th annual General Freight Traffic Management Conference last month at Oakland's Hotel Leamington. The conference, hosted by Western Area MTMTS, was designed to help coordinate the goals of commercial carriers and military transportation officers in the western States. The keynote speech at the conference was delivered by Army Major General Clarence J. Lang, Commander, MTMTS. Five workshop seminars were held during the two-day conference. The seminars covered such subjects as carriers' services, small ammunition shipments, air taxi service, hazardous cargo documentation and shipment tracing.

★★★

Colonel Levin P. Tull, Deputy Director of Supply and Services under the Air Force deputy chief of staff for Systems and Logistics, was recently named winner of the Air Force Association's Thomas P. Gerrity Trophy for Systems and Logistics for 1970. Presentation was made at the AFA's anniversary dinner, climaxing the organization's 24th national convention in Washington.

★★★

Nine Military Sealift Command ships have been named to receive Smart Ship Awards. The annual awards honor ships and their cviilian crews for outstanding reliabiltiy, safety and material programs and for passing a number of command inspections with excellent ratings. United States Naval Ship *Fentress* topped the winner's list for the eighth time. USNS *Barrett*, a troop transport, has captured the coveted pennant for the fourth time and the USNS *Victoria* and *Furman*, both used to support Polaris fleet ballistic missile programs, received their third Smart Ship Awards. In the winner's circle for their second awards are USNS *Range Recoverer*, a range instrumentation ship used by NASA technicians to monitor space shots, and USNS LST 1067, a Korean-manned tank landing ship supporting Vietnam operations. First-time winners include the oceanographic research vessel USNS *Michelson*. Other first timers are the USNS *LST 488* and the USNS *Wheeling*.

★★★

A new experimental express bus service the downtown Washington hotel and business with high-speed Metroliner trains at Union St now underway. The Metrobuses are modified gage handling and are especially convenient business traveler. A recent survey shows that cent of the Metroliner passengers are trave business or business related trips.

★★★

G. William "Bill" Baude has been appointed Director for Personal Property at Headquarte MTS. He will assist Colonel D. M. Robinson, Director of Personal Property, in managing the $540 million worldwide movement and storage o hold goods for all Department of Defense pe

Mr. Baude began his Government transp career in April 1951 by first working for the

Chief of Transportation, U. S. Army, where came Assistant Chief of the Traffic Section, Freight Branch. In 1956 he was transferred Military Traffic Management Agency (MTMA was later renamed the Defense Traffic Man Service (DTMS), both predecessors to MTMTS. his assignments at MTMA was that of Chief, tions Branch, Directorate of Policy and P DTMS he first worked as Assistant Chief Traffic Branch and was later promoted to Chief of the Freight Operations Division.

★★★

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Military Airlift Command has awarded contracts totaling approximately $144.6 million to 21 commercial airlines to fly military passengers and cargo on international routes during the last three quarters of calendar 1971. Contracts for fiscal year 1970 were extended to cover commercial airlift for the first quarter of FY 71. This extension amounted to approximately $54.7 million, bringing the total basic commercial contract figure for FY 71 to approximately $144 million.

★★★

The General Services Administration (GSA) is testing dual-fuel systems in Federal vehicles so they can run on regular gasoline or clean-burning natural gas. Dual-fuel cars reduce exhaust pollutants by 90 percent. Cost of natural gas is 40 percent less. Side benefits include more than doubling of oil and spark plug life with no significant decrease in engine performance. Planned conversions would make use not only of compressed natural gas, but also liquid propane and liquified natural gas.

★★★

MTS EXPANDS SMALL SHIPMENTS CONSOLIDATION PROGRAM

Military Traffic Management Termnial Service (MTMTS) small shipments consolidation program, which thrives on expediency and economy, expanded its operation saving more than $800,000 for the Department of during Fiscal Year 1970. conducted in December ed conclusively that cavings could be achieved ive program to consoli- l shipments. This pro- initiated in early 1969 additional objectives of control of small shipucing shipping time; perreater protection from damage; and generally service and responsivetomers.

gram was initiated by es- "consolidation points" iladelphia and later at io, operated respectively rs Traffic Service, Inc., artruck Consolidation ho were the successful a Government contract rpose. The Philadelphia ll shortly expire and the act will go to Funk's rvice, Inc., the lowest bidder, who will begin rvice this month.

"Shippers" and "Carions consolidated more illion pounds of freight ned the shipments to stallations and depots a and Utah during Fis-70.

of freight consolidated at both of these stations consisted of domestic, export and import shipments (except restricted articles) of less than 10,000 pounds moving on Government bills of lading.

Eastern Area MTMTS has the prerogative of shipping through these consolidation points freight over 10,000 pounds if it proves economical. Also, Eastern Area, by administering the Army Industrial Fund, recevies total recovery of the cost of consolidation from shipper services.

Army auditors recently conducted a growth evaluation study of the Toledo and Philadelphia operations and concluded that projected savings to the Department of Defense for these two stations will be in excess of $3 million for Fiscal Years 1970, 71 and 72.

The Military Services, Defense Supply Agency, as well as their subordinate elements, became increasingly aware of the savings to be gained by this method of consolidating small shipments. The increased effort by the shippers to utilize this capability resulted in generating an increasing volume of traffic on a regular basis into the consolidation stations at Philadelphia and Toledo and has pointed out the need for additional consolidation points elsewhere.

With the valuable experience gained from the existing operations MTMTS undertook the task of establishing additional common-user consolidation stations in Atlanta, Memphis and Chicago. In August, the Chicago Forwarding Co., Metcon, Inc., in Memphis, and Parkon, Inc., in Atlanta started consolidating shipments which primarily originate from points east of the Mississippi River.

These new stations will join Philadelphia and Toledo in consigning shipments to selected military installations and depots in California and Utah, with the exception of the Toledo station which will additionally consign to points in Texas.

Bids have been solicited by HQ, MTMTS to establish two additional distribution centers in Los Angeles and San Francisco areas. In the months to come these two centers will receive consolidated shipments from the eastern consolidation centers for final consignment to military depots and installations in northern and southern California.

In addition to the surface small shipment consolidation program, MTMTS has been utilizing an air cargo consolidation service for the past two years. Programmed on a much smaller scale, this program exclusively dedicates itself to airlifting high priority shipments of critical items for the Republic of Vietnam, closely corresponding in style with the present surface consolidation system.

Trucks pick up small shipments at Letterkenny Army Depot in Chambersburg, Pa., New Cumberland Army Depot, Pa., and the Defense Depot in Mechanicsburg, Pa., and hauls them to Olmsted State Airport in Middletown, Pa., the air consolidation station. From Olm-

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sted, either Flying Tiger Airlines, or Trans World Airlines, will airlift the shipments to the San Francisco International Airport, where the cargo is unloaded and shipped by truck to Travis Air Force Base, California. At Travis the Military Airlift Command takes charge of the cargo and flies it to Vietnam.

A close surveillance of this program by MTMTS' Operations Division in the Directorate of Inland Traffic (who also manages the surface consolidation program) reveals that the air consolidation method produces an average savings to the DoD of $1,000 per month by airlifting an approximate 100,000 pounds per month.

Although the airlift consolidation program is considered small by MTMTS' standards and restricts itself to moving overseas high priority cargo, it is providing sufficient data which could be extremely valuable if the need for future expansion arises.

MTMTS officials in the Inland Traffic Directorate report that the consolidation of small shipments offers even greater potentials, some not yet explored. One of those potentials being presently studied is the impact containerization may have in the surface consolidation program, if used hand-in-hand with export cargo being routed by the Through Government Bill of Lading (TGBL). By studying the magnitude and traffic patterns of export shipments through the consolidation stations and later testing the feasibility of stowing the lots in tainers, a "new system within tem" may be created, which benefit and enhance DoD's portation efforts.

In this context, the method has already proven abolishes multiple routings an ing procedures connected wit mented, modal transport This, coupled with the adva of containerization, which termodal adaptability, econo operation, and rapid transit may produce a containe TGBL small shipment co tion system which might just bill for MTMTS and the D ment of Defense—Specialist Class Ed Sanchez

MTMTS JUNIOR OFFICERS ENJOY OPEN-DOOR POLICY

Junior officers at Headquarters, MTMTS, are being encouraged to go right to the top for guidance and discussion of individual careers or even personal problems.

Major General Clarence J. Lang, USA, MTMTS Commander, in maintaining an open-door poli his junior officers frequently calls them toge informal "round-table" discussions.

"Informal get togethers over coffee appea one of the best ways to keep the channels of co cation open" General Lang said in a recen table discussion. "From my observation, the officers of today are better educated and better p than ever before. They are motivated and anxio a good job. We must provide them the opportuni envrionment to let them develop and produce."

During these meetings, General Lang has stres job satisfaction for younger officers is of ulti portance to MTMTS and the Armed Forces. phasized that increased efforts were being m insure various elements and tasks which m junior officers' duties are positive contribut job satisfaction, and that negative features a necessary irritants are eliminated. The gene plained his policy of assigning young officers a commensurate with their experience and edu background, giving them full measure of respo and permitting them to arrive at independent s thus giving them the opportunity to prove w can do.

Individual assignment problems, possible sug for a smoother MTMTS operation, civilian sc and Army career were other topics of discussio most recent meeting of junior officers with Lang.

LYNWOOD M. PERKINS

One of the Army's best known military transportation instructors was recently lost with the passing of Lynwood M. Perkins, Senior Civilian Instructor, Movements Branch, Army Transportation School at Fort Eustis, Virginia. Mr. Perkins joined the Army's Transportation School when the school opened its doors at Fort Eustis in 1946. He was instrumental in changing the Army's Advanced Traffic Management Course into a Department of Defense-wide course. At the time of his death, Mr. Perkins was working on a plan to bring to Headquarters, MTMTS a shorter, modified version of the Defense Advanced Traffic Management Course. This advanced course is a part of the career training for careerists in the MTMTS Traffic Management Career Program. Mr. Perkins was a member of the National Defense Transportation Association (NDTA) and a native of Portsmouth, Virginia.

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CLEARING, CHALLENGING, CORRECTING

by

First Lieutenant Thomas J. O'Connell, USA

challenging and correct-
ll in a days work for the
ie Military Air Clearance
(MACA) Agency, Oak-
ıy Base, California.
ACA Agency is the point
ct between the shippers
Military Airlift Command
n controlling all shipments
movement to points out-
continental United States

is headquartered in Oak-
subordinate activity of
Area, Military Traffic
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ITS). Colonel Jack Par-
, commands the 36-man
uses sophisticated com-
niques to clear, challenge
t air cargo requests.
has a Systems and Pro-
Division and an Airlift
Division. The Airlift
Division moves into ac-
it receives an Advanced
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ument (TCMD) from
military Shipper Serv-
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then entered in a Bur-
500 computer.
nputer edits and chal-
TCMD and rejects all
not properly validated
a nature that the neces-
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cted TCMDs are ex-
MACA personnel and
ment for air shipment
nfirmed with the SSCO
nent is diverted to sur-
rtation. Obvious errors
alid channels, incorrect
on Account Codes
ompatible special han-

dling and air commodity codes are also edited by the computer and then investigated and corrected. TCMDs which are error free and pass MACA's challenge criteria

are transceived to the Aerial Ports of Embarkation (APOEs).

The challenge function of MACA is perhaps the most crucial. Since June 1968, when MACA was established, it has recorded cost avoidances of more than $9 million by diverting to surface transportation cargo that was not air eligible.

To cite examples of challenging, in May 1970 the MACA computer system edited three TCMDs as challenge candidates because the weight to be shipped seemed excessive for air shipments. All three shipments were tractor parts destined for Vietnam. The cargo was properly validated by the Army Shipper Service Control Office. However, the Pacific Command's' Movements Priority Agency (PAMPA), after consulting the ultimate consignee, authorized diversion to a service mode. Had the shipment been moved by air the cost would have been over $213,000. The cost of surface transportation was under $10,000. In a single diversion the challenge function of the MACA Agency produced a cost avoidance of over $203,000.

Another challenge in July of this year edited a TCMD that the Army SSCO had validated, but further coordination with the SSCO revealed that the 236,000 pounds of M16 rifles were not needed so urgently and could be shipped by surface. The air costs would have been over $108,000. Surface costs were under $22,000. Again, a single MACA challenge resulted in a cost avoidance of over $86,000.

One of the most sophisticated shipment tracing systems in operation today is at MACA headquarters. MACA personnel have direct access to the live data bank of over 70,000 records within the B-5500 computer by means of remote inquiry devices. The use of an ASR-35 teletype machine and a Cathode Ray Tube (CRT) provides the capability of virtually immediate response to tracer inquiries on current shipments.

When the first data for a shipment is recevied by MACA a record is created on random access disk files. This record remains in the data bank until 30 days after the record is completed. The record is completed once notification is received from the APOE that the cargo has been lifted. Once completed the record is placed in the archives file which is automatically microfilmed and delivered to MACA. The microfilm provides an extremely condensed, efficient means of storing and retrieving records. Furthermore, storage space has been reduced to a few square feet for all export air shipment records since 1968. The sequential indexing by Transportation Control Number (TCN) provides instant access.

In addition to supplying information on individual shipments, MACA can provide detail and

Continued on inside back cover

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NAVY CAPTAIN'S IDEA MAY SAVE $2 MILLION ANNUALLY

A cargo loading idea that may save the Federal Government $2 million a year has been credited to Navy Captain Jackson L. Schultz, Commander of the Military Ocean Terminal, Bay Area (MOTBA), Oakland, Calif.

Captain Schultz, a resident of Hillsborough, Calif., conceived the idea last year when he was Deputy Commander of MOTBA, the largest military port complex and container freight station in the Nation.

With the shipping industry switching to sea-going truck-trailer vans, about 20,000 sea vans each year are being filled at MOTBA. Most of the containers are packed with cargo resting on wooden pallets for easy loading and unloading by forklift trucks, with over a quarter of a million pallets a year being used by MOTBA alone.

Pallet boards meeting the prescribed military specifications at costs then in effect varied from $3.60 to $5.50 per board. Captain Schultz recognized that even a minor change in cost per unit would be of significance due to the volume of pallets being consumed. After detailed investigation, he concluded that the pallet specified in the military specification, *i.e.*, 40″ x 48″, four-way entry, wing-type, hardwood conforming to MILSPEC MIL-P-15011 or MIL-P-3938, was over-engineered for the job at hand. These durable boards were appropriate for extensive re-use in warehousing operations, but were, in fact, not required for the relatively simple task of loading and unloading containers, where, once used, the pallets were largely expendable.

CAPTAIN SCHULTZ

Why not, reasoned the captain, develop a pallet specifically for container usage at a minimum cost for the job at hand?

Working with the various interested agencies — NAVSUP (responsible for development of MILSPECs governing pallets), the Defense General Supply Center (single manager for pallet inventories), and Army Materiel Command (the major customers), Captain Schultz coordinated development of a new pallet which subsequently was approved for use. This Type IV pallet, costing about $2.50, is described in Interim Amendment -2(SA) to Federal Specification NN-P-71B, and has been assigned FSN 3990-935-7960.

MOTBA's parent u
Western Area comman
Military Traffic Manage
Terminal Service (MTM
the first to adopt the n
followed by its Easte
counterpart.

So far, the projecte
of $825,000 for MOT
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the Army Audit Agen
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appear to bring total s
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million.

It is anticipated tha
military and other Fed
seas shippers switch t
pallet eventual savi
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Captain Schultz re
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of Defense Meritorio
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He has been nomina
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for a Navy man is
joint-service nature
and the Military Oce
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efficient use of rail cars
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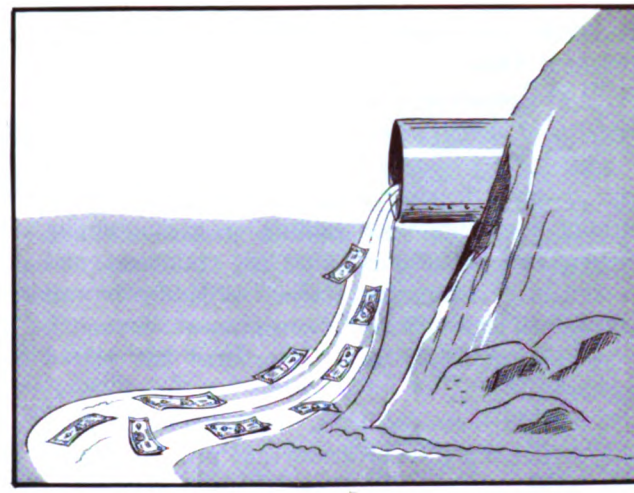

GEORGE SESKEY

The Demurrage Dollar Drain

nent "time is money" is quite appropriate
rring to demurrage. MTMTS (Military
nagement and Terminal Service) is mak-
effort to save both time and money in
g vital Department of Defense cargo.
nsportation, demurrage is the charge for
f rail cars beyond the alloted time for
unloading procedures.
ge charges, which apply to cars held by
or consignees, serve a dual purpose;
enalties for the undue detention of cars
as compensation to the carrier for ex-
of his rail cars as warehouses.
oads are obliged to furnish most types
for all shippers and the holding of cars
rs and consignees for whatever length
t suits their needs makes it extremely
the railroads to uphold their obligation.
carloads of GBL traffic are tendered
combination of this great demand and
incidents contribute to the general rail
e. The job of the railroads is to trans-
not to store them. This is why demur-
s are assessed in accordance with Na-
emurrage Rules.
two methods of assessing demurrage
ne is according to the "Average Agree-
ment." This is an agreement between a shipper or receiver and a carrier whereby credits and debits are balanced in order to determine the month's demurrage bill. Authorized by the Car Demurrage Rules of the railroads and published in tariff form, this agreement provides for an allowance of one "credit" for each rail car released before the second free day begins and the assessment of one "debit" for each of the first four days a car is held after the expiration of the free time. At the end of the month, the total number of applicable "credits" is subtracted from the total number of "debits." A penalty of $5 is then charged for each remaining "debit." Not more than one credit is allowed on any one car released within the free time, and not more than four credits can be applied in the cancellation of debits accruing on any one car. When a car has accrued four debits, a charge of $10 per car per day is made for each of the next four days, and $15 per car per day for each subsequent detention.

In the absence of the Average Agreement, demurrage charges are assessed on a per car per pay basis. The charges are $5 for each of the first four chargeable days, $10 for each of the next four days, and $15 for each subsequent day.

There are several causes of demurrage. Weather

by Second Lieutenant Charles J. Rouse, USA

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interference and even equipment malfunction are excusable. These causes, however, determine the minority of demurrage incidents. Responsible for the majority of demurrage cases are untimely arrival of shipment at destination (i.e. rail car arrival prior to ship docking at port, arrival on a non-working day), improper loading or packaging by shipper and untimely loading of equipment and inadequate or temporary storage of lading in rail cars, or rail cars held for reconsignment, diversion, or reshipment, including cars ordered and placed but not used.

To combat these problems, HQ MTMTS, in July 1969, initiated a rail car demurrage program. Each DoD shipper and consignee reports demurrage charges on a monthly basis. This program established a uniform procedure for reporting DoD demurrage by providing a centralized source of information. By identifying military activities accruing high demurrage costs, MTMTS provides higher echelons with the data necessary to initiate further investigation or corrective action wherever possible.

From review and analysis of these demurrage reports for FY 70, MTMTS discovered that DoD, installations with the highest demurrage costs per car are ammunition points, outports, and supply centers with the per car cost ranging from $7.58 to $68.36 for these activities. The rationale for these costs has often been that it is less costly to utilize freight cars for warehousing than it is to provide additional warehousing facilities with the attendant rehandling costs. MTMTS realizes that this is just not the complete answer. Effective solutions are proper rail car scheduling and better coordination between ship and car arrival at water terminals, also additional warehouse space at ammunition plants and storage depots would reduce demurrage costs. Reporting procedures will be incorporated in AR 55-355. These instructions will include uniform report format, more detailed preparation instructions and a list of some basic "Dos" and "Don'ts."

While the general indication is that the number of cars available will continue to decrease, new replacement cars with greater carrying capacity will maintain the total transporting capability of the present supply of rail cars. Shipping concepts such as the TOFC/COFC "piggyback" system would aid in relieving the requirement for boxcar equipment.

Increasing utilization of the present rail car supply by minimum detention of equipmen nishing timely information to carriers as to ment needs, and refraining from using r equipment for storage are remedial steps encouraged by MTMTS to help solve the r equipment shortage problem. These MTMTS will prevent delays of DoD traffic or diver higher cost modes of transportation. By so b to reduce the DoD demurrage bill, which $1,723,951 in FY 70, MTMTS is struggling vent DoD dollars from going down the dr

Munitions Moveme

Continued from page 10

storage and final loading is an additional which should be avoided. Movement from tion to a depot for storage and ultimate movement involves additional depot costs of storage, plus additional line haul trans costs. The optimum in this instance is directly from the end of the production li user. The maximum coordination in schedu movement planning is effected to utiliz movement to the user. In some cases, the detention of carrier equipment to effec movement to the user is advantageous. T mand has utilized Government-owned box tially designed for use in foreign countri means of temporary storage of materiel, th nating double handling into storage facili out again. Tremendous quantities of bulk c are required for the manufacture of m Commercial equipment, either carrier or owned, is utilized to the maximum; howeve periods of peak production, this equipm been insufficient to meet our needs. Acc a portion of the fleet of Department of railroad tank cars has also been utilize cars are used to supplement the comme fleet.

All requisitions for supply of ammuni coordinated with the traffic manager. Of sideration is the Required Delivery Date established by the requisitioner. A RDD quires a premium mode of transportatio ject to challenge. Frequently the RDD ca justed by coordination with the requisiti when related to a firm actual delivery d

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omical mode. In other instances, a chal- also result in a smaller quantity being premium mode and the balance moving stly manner.

ement of munitions through outloading is a specialized endeavor, again in view erent nature of the commodities. In sup- Southeast Asia operations, the traffic s instrumental in coordinating the de- of an innovation in ammunition move- edures. These procedures require co- between supply requirements, stock , production availability, line haul move- ship availabilities at the limited number outloading terminals. Constant sur- required to assure timely delivery of o overseas combat elements. Ammunition are planned on bulk theater require- shipment plans developed accordingly on ed release basis. Cognizance is main- l times of the location of each ammuni- ment in the pipeline from the time the is received, forwarded to the supply source, made available for movement, enroute to the outloading terminal, period at the terminal, ship departure, and notification by the overseas commander that the amunition is "intransit in-theater." This information makes it possible to determine the immediate or projected supply status at any time. As a result, the flow or any shipment of it may be expedited, slowed, diverted and up to a certain point (terminal) can be stopped to meet changing theater combat situations.

The traffic manager also coordinates and plans the movements of various classified or escorted shipments. This requires pin-point planning, development of routes and timing. Again, safety and security are of prime consideration as is the RDD. Coordination for these movements is maintained with MTMTS, commercial carriers, CONARC, Army Commanders, terminals, shippers and recipients.

In summary, the Traffic Manager is an integral member of top management at APSA charged with the main task of moving munitions safely, economically, and on time.

LEARING, CHALLENGING, CORRECTING

Continued from page 21

e reports. On request, a retrieval programs by the Systems and Division personnel to y different types of The nature of these nges from relatively of mode of shipment, depot traffic man- xtensive study of car- patterns by Depart- nse shippers through- nental United States.

ourages shippers and f the transportation the services of these programs. In the of monitoring cargo produces a wide va- rmation relating to of the system. All ation can readily be ssimilated in formats ommodate the needs

roduction of the C5 to MAC, the total cargo tonnage generation is expected to increase from two to four times the present level. The number of shipments is expected to increase by 120 to 240 percent. MACA has already initiated implementation of data processing refinement techniques which will allow it to handle this enormously increased workload with only an esitmated eight percent increase in data processing time.

Full implementation of this refined system is projected for 1971. The products will include not only reports designed to solve problems for shippers, but also a fully automated cargo arrival forecast which will be used by MAC for airlift planning purposes.

To assist MACA in performing its air clearance function it maintains Military Air Traffic Coordinating Offices (MATCOs) at eight APOEs. These MATCOs are located at Travis AFB, California; McChord AFB, Washington; Norton AFB, California; Kelly AFB, Texas; Tinker AFB, Oklahoma; McGuire AFB, New Jersey; Dover AFB, Delaware; and Charleston AFB, South Carolina. The MATCOs represent Army and Navy shippers at APOEs to expedite immediate shipments, clear frustrated cargo, and reply to tracer inquiries. MATCOs also provide MACA with "on-the-spot" coordination with terminal personnel at the APOEs.

During FY 1969 MACA cleared 346,587 short tons of air cargo. Approximately 50 percent of this tonnage was Army cargo destined for overseas. Presently, the majority of air cargo (over 80 percent) is destined for the Pacific area. In FY 69 MACA personnel responded to almost 11,000 tracer inquiry requests for this Pacific area cargo.

With its continuous clearing, challenging and correcting process, MACA is supplying one of the links to the vital military transportation system.

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ON THE COVER: A four-level highway interchange in Cali[f]
sisting of U.S. Routes 6, 66, 99 and 101 and State Sign Rout[e]
accomodates 350,000 vehicles per day.

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VIEW FROM THE TOP

BRIGADIER GENERAL OTIS E. WINN, USAF

Deputy Commander, MTMTS

vember 19, 1970, this
ers will host the Sixth An-
dwide Personal Property
and Storage Seminar to
problems and accom-
of the past year and
program and goals for
year. Notwithstanding
it there has been a small
in the number of per-
the Armed Forces, the
personal property move-
remained at an all-time
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household goods, 618,-
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Commander, MTMTS,
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s done his part. The
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surveillance program
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of inferior or unauthor-
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explicitly pointed out
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on shipping activities.
ide Household Goods
System for Traffic
has identified carriers
our standards of serv-
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he challenge of 1971
rt even greater leader-
vels in the world-wide
erty offensive. In this
better to take on a large task and get it half done than it is to try nothing and get it all done. Clear communication continues to be an important factor. *Translog* is one means of providing and improving our communication. You have the responsibility

to get it to your staff for reading. Its effectiveness is dependent on your action. We have common objectives and must employ combined efforts. We are faced with the challenge of doing a better job in 1971 with even fewer resources. Our actions must be complete, comprehensive, fully coordinated, and complementary and above all be accomplished with a sense of urgency. Simply put, your role in this effort requires performance, initiative, and dedication not only to your Service needs but to the needs of the member. I have seen both sides of the personal property program. First, as a member being moved and more recently, as the Deputy Commander responsible to General Lang for the development and implementation of the personal property program.

In the past year, 23 percent of our 437,000 TGBL shipments sampled failed to meet their preferred delivery date. This is unacceptable for managed transportation and we have established a standard and a goal of 85 percent on-time delivery for FY 71. Our DPM shipments fared no better with over 38 percent of them failing to meet their PDD. These failures resulted in considerable extra expense and inconvenience to the member. We will be watching the TGBL carrier and the ITO/Defense transportation system with an equally critical eye to insure they meet the 85 percent on-time delivery goal this year.

Our World-wide Household Goods Information System is dependent upon an adequate reporting system. Improper or incomplete coding of GBLs resulted in 21 percent of them being rejected by the computer. While a 79 percent sampling is satisfactory to determine trends and establish overall relative performance of individual carriers, the fact that discrepancies appear to be geographically oriented may mean a high loss rate from an activity and present a distorted record for a single carrier. Therefore, we have refrained from eliminating any carriers DoD-wide until this problem can be reconciled.

We are providing each ITO six computer printouts reflecting the recorded activity of his installation in the DoD personal property program. He has two choices—one to ignore them and take no action, the other, to use them to isolate his problems and focus attention and energy to correct them.

The most important military attitude is orientation toward objectives.

The objective oriented office, with objective benefits constantly in view *devotes its efforts to solving problems.* This you must do if we are to reach our goals and obtain additional benefits for the member. We have come a long way but there is still a long way to go.

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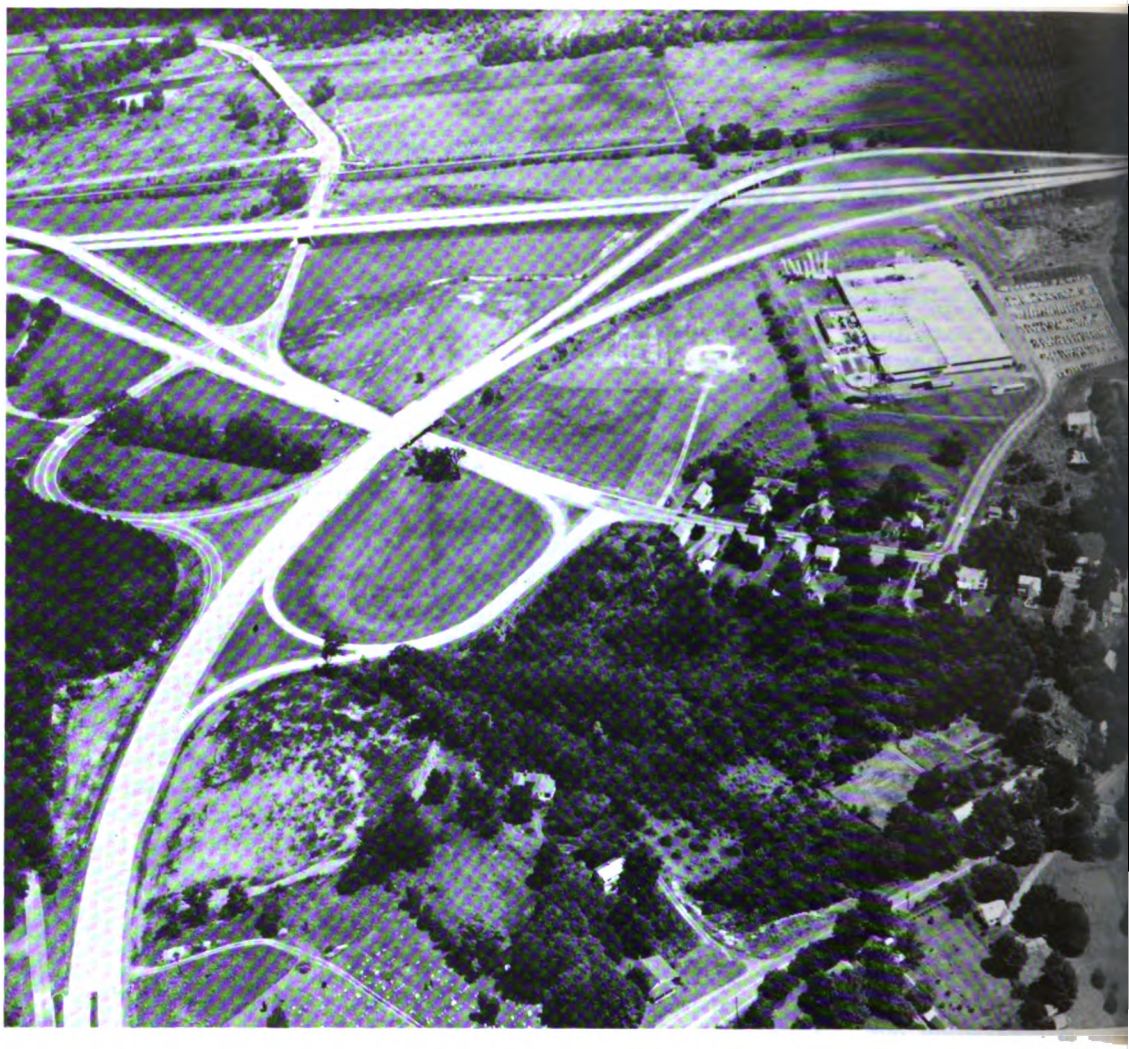

ROADS TO RESPONSIVENESS

To be prepared for war, President Washington said, "is one of the most effective ways of preserving peace." In Washington's time the weapons of war were light and compact. The roads over which they were carried were primitive. Today the maintenance of peace requires the availability and often the movement of heavy military equipment, including heavy tanks and intercontinental missiles. Highways, bridges and underpasses must be capable of permitting these movements. An effective Highways for National Defense program is a necessary element of national preparedness.

The importance of highways for defense purposes has been recognized for many years. When Congressional leaders went to President Wilson during World War I and proposed a Federal aid program for highways, they were told that highway construc entirely a function of the individual States. was advised that a network of good roads wo itate the movement of war materials, however, Wilson endorsed the legislation and asked that Federal funds be authorized.

Prior to World War II President Roosevelt a study of highway needs and the need for regional highway network. These studies resul authorization, in 1944, of the Interstate High tem. Because of the requirements for reso more immediate war needs, however, little wa plished on the system during the war years.

World War II experience emphasized that th needs for defense must be provided during p

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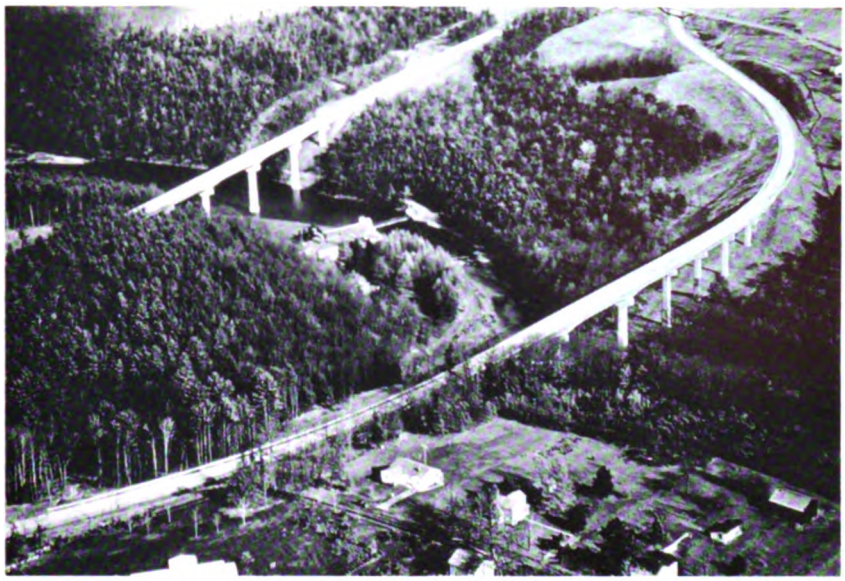
W. R. FRERICH
Highway Engineer
of the Special Assistant
ansportation Engineering
eadquarters MTMTS



ABOVE: Interstate Route 80 near Brookville, Pennsylvania. OPPOSITE PAGE: Interstate 80 interchange with Pennsylvania 402 and U.S. 611 East of Stroudsburg.

ious that access roads serving hard-core mili-
lations should also be provided during peace-
industries and newly-activated installations
require access road construction. These re-
are the basis for today's Department of
ighways for National Defense Program. Be-
impractical to construct a separate military
ystem, defense highway requirements are inte-
public highway programs during peacetime.
complished by a single coordinating agency
Department of Defense, the Military Traffic
nt and Terminal Service of the Department
ny. MTMTS represents DoD in liaison with
nway organizations and agencies.

pose of the Highways for National Defense
to insure that national defense is served by
safe and efficient highway transportation in
States, its possessions and territories. The
tivities is divided into four general classifica-
way system needs, defense access roads, spe-
utilization of public highways, and highway
neering services.

leral Highway Administration (FHWA) of
ment of Transportation is responsible for the
erest in public highways. Because of explicit
in legislation that the Federal-Aid Highway
erve the needs of defense, FHWA solicits
into various reports of highway require-
Congress or recommendations on various
For example, when the routes of the Na-
em of Interstate and Defense Highways
were being selected, the DoD advised FHWA
hich were of greatest importance for defense
To insure that defense needs are integrated
future programs, DoD is working with FHWA in matters dealing with the National Functional Highway Classification Study, required by the 1968 Federal-Aid Highway Act, and reports of future highway needs submitted to Congress biannually.

Sometimes DoD initiates recommendations to FHWA. For example, DoD made recommendations relative to planning and constructing safety rest areas to assure compatability with the characteristics and practices of military convoy movements on public highways. With proper staggering of convoy units so as to avoid limiting the rest areas' effectiveness to the general public, these areas can be used by convoys for rest halts, vehicle safety checks and related operational requirements.

Defense-generated traffic produces about the same road-user revenues as does other traffic. For this reason, highway authorities generally acknowledge that they have the same responsibility for developing and maintaining adequate highways to serve permanent defense installations as they have for other traffic generators. The DoD recognizes, however, that the nature of defense activities may cause demands for highway services that cannot be equitably financed through regular highway programs. Thus the Defense Access Road Program has been established to enable the Federal Government to pay its fair share of the cost of unusual requirements for adequate highway service to defense installations and activities.

The FHWA and the DoD work closely together to insure that adequate access roads are available at our military installations. The FHWA also helps DoD insure that there will be adequate access roads, haul roads and related facilities to serve SAFEGUARD ballistic missile defense sites now being designed and constructed to protect some of our ICBM complexes.

Special defense utilization of public highways is de-

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fined as any defense-related use of public highways, bridges and tunnels which exceeds any legal limitation, regulation, functional traffic capacity or other design limitation; or which presents unusual hazards to other users thereof; or which requires unusual routing or priority of military vehicles or cargo.

Movement of convoys can be cited as an example of special defense utilization of public highways. There has been an increase in the number of problems involving convoys, particularly on high-speed freeways. Accordingly, the Army has developed revised convoy doctrine which allows higher operating speeds for military convoys whenever possible, and routing to other highways those vehicles which cannot maintain established minimum speeds for high-speed highways. The revised procedures were put into effect for the first time this past summer for Army, Army Reserve and National Guard convoys.

Highway engineering studies are conducted to develop Highways for National Defense policies where defense needs differ with public traffic needs and to determine the scope of highway requirements, including defense access roads. Traffic engineering services are also available to installation commanders in the solution of on-base traffic problems.

Generally, highway facilities that are adequate for regular highway users are satisfactory for defense requirements. However, the configuration of some defense materiel has required modification of some design standards. As an example, the design standards for short-span bridges on the Interstate Highway System were modified to provide for concentrated tank-type loads. Changes to highway systems are an evolutionary process, however, and frequently considerable time passes before they are effected. For example, the vertical clearance standard for the Interstate Highway System was changed from 14 feet to 16 feet in 1960. All new structures built since that time have been built to the 16-foot standard, but only a few structures built according to the previous standard have been modified. Last year the Association of American State Highway Officials adopted a policy that all new underpasses on State trunk highways in rural areas, and where feasible in urban areas, should have a vertical clearance of 16 feet. Because there are some 400,000 miles of State trunk highways, it will be many years before existing structures with less than a 16-foot clearance will be replaced. Thus, to insure an effective and efficient relationship between highways and vehicles, most of the effort will have to be directed to vehicle design.

The U.S. Army Combat Developments Command, which is responsible for the operational effectiveness of Army tanks, would like tanks to be big, have tremendous firepower, be invulnerable to enemy firepower, and be able to maneuver at high speeds on the battlefield. This is where transportation engineering enters the picture. In the past, transporters to move tanks over the highways were short for greater maneuverability, especially off-road, but had axle loads that exceeded highway design criteria. Attempts were made to add dolly converters to distribute the load, but the results were not satisfactory—the axle loads were not subst reduced and the vehicle became less maneuverable

A few years ago, when the United States a Federal Republic of Germany agreed to devel operatively a new battle tank, identified as the Battle Tank 70 (MBT-70), they also agreed to d a new tank transporter. Transportation engi criteria were developed to provide increased m and to insure minimum damage to public highway philosophy was to keep the gross vehicle weig minimum and distribute the load with the lowe sible tire pressure so that the vehicle could typical H-15 design bridge with a maximum of cent overstress.

By meeting these criteria it was believed t battle tank transporter could be moved freely ov 300,000 miles of public highways in the Unite To verify this belief the AASHO and the FHWA to make scientific measurements to determine load stresses when the loaded heavy equipmen porter (HET-70) moved over the bridges.

Three differently-designed bridges, formerly Tennessee State Highway System, were made a when they were scheduled for abandonment t way for a new reservoir. A cooperative researc by the FHWA, the Tennessee Department of H University of Tennessee, and Department of th was initiated to determine the actual live-load movement distribution of various moving load main load-carrying members of typical highway for correlation with empirical design distributi with the distributions predicted by analytical

Three vehicles were used in the tests. One FHWA test vehicle, a tractor and semi-trailer c tion that, when loaded to 74,000 pounds, close lates the H20-S16-44 three-axle design vehicle used in bridge design. The second was a 105,0 Army M60 combat tank with rubber-cleate The third vehicle was the new HET-70, an e pneumatic-tired vehicle which has a gross w 195,000 pounds when carrying an MBT-70. test it was loaded with an M60 tank plus an to simulate the MBT-70 loading. Each of t vehicles was moved over the test bridges a speeds and lateral locations on the bridges.

The report on the test not only confirmed the ology but also stated:

"It is apparent that some characteristics of t porter, perhaps the overall load distribution ch ticular suspension system, may tend to reduce pact of this vehicle on highway bridges com more typical highway vehicles."

During the construction and later during t tion of ICBM facilities, various problems with respect to the use of public highways. So problems were associated with claims for hig age resulting from movements made during Sp periods when load limits are reduced. Exp resolving these problems was useful in pla SAFEGUARD BMD System. Also, when dec

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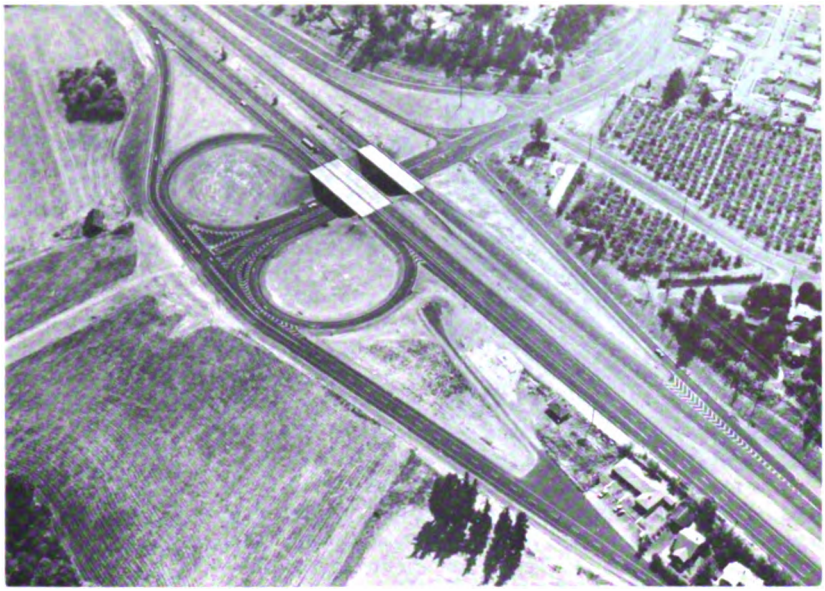

; Boulevard interchange on
jhway, U.S. 26, north of
Oregon.

le regarding the characteristics of proposed hicles to be used on public highways, MTMTS d from the standpoint of the relationships he vehicle and the highway. One of the der consideration had an axle load of 45,000 though most highways are designed for only nd axle loads. Accordingly, MTMTS ex- problem in terms of economics and effective when vehicles do not conform to normal eight limits. As a result, MTMTS was invited ith research and development personnel of GUARD System Command and its vehicle .

nmand's most critical vehicle is its Universal r Loader (UTL), a truck-tractor semitrailer n used to transport and load both SPARTAN NT missiles into launch cells. As a result of nation the contractor was directed to use a ractor in lieu of the proposed two-axle trac- arger tractor will provide better traction and n addition, the maximum axle loads for the be 12,600 pounds for SPRINT and 14,800 SPARTAN. Thus the operational efficiency will be improved, particularly during incle- er when reduced load limits are in effect.

O policy that no vehicular movement which legal weight or dimensional limitation, nor special military movement, will be under- public highways unless prior permission is om State authorities concerned, except to ding military necessity. The AASHO and ve agreed on procedures to permit highway in excess of legal limits which are essen- onal defense. Under these procedures, a ber of military transportation officials are o certify to State officials those movements of defense material which are essential to national defense. MTMTS representatives are the only officials authorized to make such certifications for commercial movements.

Sometimes the designated military officials are asked to make a certification when they are not certain that the movement is essential. In order to resolve this problem, MTMTS is trying to get all States to agree to the same maximum dimensions and weights for which they will issue a permit on the basis that movement by highway would cost less or that delivery can be expedited. Shipments which exceed these limits, and for which highway movement is desired, will be referred for certification to a higher level in the headquarters staff of the appropriate military Service. Thus a positive determination can be made whether movement by highway is essential to military operations.

Another problem results from the variance among bridge engineers in the methods used for determining the carrying capability of bridges. For example, the analysis in one State may show that movement of the loaded tank transporter will overstress a bridge of a certain design. Another State may use a different analysis procedure and find that a bridge of the same design is not overstressed. MTMTS's goal is to have the States establish a uniform scientific methodology for determining highway bridge capabilities.

Every phase of the Highways for National Defense Program is dedicated to the same result, responsiveness through preparation. MTMTS is the key to this very necessary program. Its goal—to serve national defense by promoting efficient highway transportation in the United States, its possessions and territories. Only by achieving this goal will the military Services be able to react with optimum effectiveness if a national emergency should arise.

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MILITARY INTERFACE IN TRANSPORTATION

As the Department of Defense traffic manager I am concerned with the services provided me by all modes: air, sea, and that vital element, the inland surface carrier, represented by rail, truck, bus, freight forwarder, pipeline and barge. Traffic management is the catalyst that binds these modal pieces together and turns them into an effective, efficient distribution system.

It is my sometimes pleasant, sometimes not so pleasant, but always challenging job to bring together in an interface the military and the commercial transportation assets to provide the DoD customer the most responsive and least costly service to meet his requirements.

My headquarters in Washington, D.C., is near the heads of the Government and industry agencies with whom I work on a day-to-day basis, but I also have major field commands on the East and West Coasts as well as in such faraway places as Turkey, Greece, Spain, Ethiopia and the Azores. This insures that my interface with the customer, the DoD transportation team and the industry is on a face-to-face basis. A good indication of my agency's contribution to DoD transportation can be seen in last year's performance figures. During Fiscal Year 1970 we routed two million CONUS shipments, transshipped 17.7 million measurement tons through our ocean terminals, managed the movement of 1.2 million short tons of household goods, and returned over $48 million to DoD on a $19.3 million investment in traffic management.

There are five big things that concern me in doing my job. They are (1) the number of cost/service *options* made available to me, (2) *transit times*, that is, the ability to maintain *on time* performance in reduced time frames, (3) *damage prevention*, (4) logistic *purchasing* practices, and (5) *astray* and *frustrated* cargo.

I need not remind those of you in the industry of the importance of your traffic manager being able to step back for an overview of the entire distribution system in selecting the best possible transportation options. Much the same technique must be used by my organization to provide economical, effective transportation to the military Services. This ability to draw from a wide range of services and cost options is truly the heart of a traffic management operation. So important are these alternatives to the management process that I am convinced my agency's effectiveness can be measured largely by the number of service and cost options available to it—not by the number of transportation dollars we spend or save, not by the tonnage we move or troops we transport, but by the number of options available to us. I say "made available to us" because traditionally our options have been formulated by outside sources—by the other single managers, by shippers, and the commercial industry. Thus, our success in provid[illegible] tive transportation service has been largely [illegible] upon the interface with others.

Stretching Transportation Dollars

Today we find considerable economic belt-[illegible] throughout the entire DoD. Accompanying [illegible] restraints is a continuing high demand for mili[illegible] portation services and logistics support. True [illegible] in Southeast Asia have been reduced in recent [illegible] but logistics and transportation support have [illegible] reduced proportionately. Demand for this supp[illegible] tinues to be high and promises to remain [illegible] immediate future. With this dollar-workload [illegible] the task now facing Defense traffic managers [illegible] better ways of stretching transportation dollars [illegible] is to be done, new alternatives are essential for [illegible] service competition. The DoD, as a matter of [illegible] insists on competition in the procurement of [illegible] services and my organization implements [illegible] daily. A good example is in our development of [illegible] Government Bill of Lading (TGBL) service. The [illegible] method provides another service and cost option [illegible] to a specific requirement placed by the Se[illegible] procedure permits us to enter into a single fac[illegible] with one carrier from origin to destination reg[illegible] the number of intermediate carriers, modes or [illegible] involved. In this manner it eliminates the [illegible] routings and billing procedures traditionally [illegible] with segmented modal transportation. Equal[illegible] service options, this means MTMTS can obtain [illegible] transit times for TGBL shipments and also clea[illegible] tify carrier responsibility for a particular shipment [illegible] the service is responsive and the cost is compet[illegible] interests of the DoD are met. For these reasons [illegible] service is increasing in volume monthly.

Containers Reduce Costs

Another example of transportation [illegible] options can be seen in containerization. Co[illegible] fer the advantage of intermodal adaptability [illegible] of operation and rapid transit time. For some [illegible] we have been working to exploit this adv[illegible] example, over 65 percent of our current [illegible] Western Europe are containerized and this [illegible] creasing, but more is needed. Most of our [illegible] operations are between ocean ports and over[illegible] nations. While this has upgraded the tra[illegible] pipeline, it has done so only on a relative [illegible] scale. A study recently completed by my [illegible] the extent to which transportation costs are [illegible]

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marks made by Major General Clarence J. Lang, USA, Com-
MTMTS, at the National Defense Transportation Association's
ual Transportation Forum, San Francisco, California, Septem-
970.)

ntainers at point of origin instead of in ocean
The study shows that other factors being
sportation savings of $8.05 per MTON could
l in this way. Thus, to encourage greater
ation closer to shipping origins we are now
the number of small shipment consolidation
ese points were originally established to con-
all shipments into carload and truckload lots.
by expanding them to include consolidation
rizable cargo it may be possible to generate
volumes needed to attract containers inland
ocean terminals. Additionally, directives to
Transportation Officers are being revised to
them to route containerizable cargo not just
est port, but to points having container fa-

Service is the Keynote

s indicative of the current thinking at MTMTS,
ired toward achieving greater service options.
ore is needed. Additional substantive service
t also be forthcoming from the transporta-
rs. The military shipper is not basically in-
he exotic characteristics of propulsion plants
he metallurgical process that goes into con-
cation. What he sees is service—this is a
not theory and hope, or piously phrased
s of good intentions. Service is the keynote
the common denominator—service is what
. I look to you to make it possible for me
ally obtain containers which provide the
service, whenever and wherever needed.
s specialized containers for ammunition, a
dable reefer container, or containers for
gh density cargo. Have you taken the initia-
egard? I can tell you this—that's the way
the future.
rtment of the Army has recently initiated a
requires even more new service options.
is called "The Logistics Offensive" and its
e is to increase logistics efficiency. Central
nsive" is Inventory in Motion, a concept
inventory that is constantly moving toward
the ultimate user rather than inventory in transit sheds or in prepositioned, static stocks.

On Time Performance

This means that simply finding the proper mix between Defense cargo offered by the Services, and cost/service alternatives offered by the transportation operators will no longer suffice as traffic management. Instead we are seeking to influence defense transportation with an eye towards economical transportation, consistent "on time" performance, and rapid transit times.

I first learned the value of on time performance as a company commander in the 28th Quartermaster Regiment (Truck), during WW II, many years before Inventory in Motion had been conceived. The regiment's motto was *"En Temps"*—and to me, the message was loud and clear; I had to run my truck company so the cargo was delivered on time. Ultimately, I commanded that regiment and I learned that on time performance stretched beyond company operations; the demand was to run a transportation regiment with "on time" results. Now I am the principal traffic manager for DoD and in my effort to support the Army's Logistics Offensive through Inventory in Motion, I find the old 28th Regiment's motto applicable to all Army logistics. If Inventory in Motion is to work, "on time" performance is essential, not just from the field depot to the forward supply area, or from the forward supply area to the bunkers. Rather, it is essential throughout the entire pipeline. Before we can eliminate prepositioned static stocks in favor of a mobile inventory, we must be able to effect "on time" performance in shorter transit times than today's operations permit. As a practical example, this means that in the future, carriers cannot establish a delivery date, miss it by five days, and still think they have done a good job. Transit time will simply be too important. On time performance can mean only one thing to me and I hope it will have the same connotation to my associates in industry. If on time performance is to be achieved, it is going to require more carrier top management attention.

I am particularly sensitive to on time performance because of my position in the center of the entire ship-

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During the National Defense Transportation Association's 25th Annual Transportation Forum in San Francisco, Major General Clarence J. Lang, USA, Commander, MTMTS, (center) presented four Federal civilian employees MTMTS awards for excellence in promoting better traffic management within their respective military Services. Recipients were (left to right) Mr. John L. Grice, Naval Air Station, Jacksonville, Florida; Mrs. Jean W. Saunders, Defense General Supply Center, Richmond, Virginia; Miss Lucile Davidson, Fort MacArthur, California; and Anthony Sesco, Marine Corps Supply Center, Albany, Georgia. The MTMTS awards will be presented annually.

ping cycle. With this perspective I am aware that all phases of the shipping cycle—requisitioning, purchasing, storage, transportation routing, can be effectively tied together only by on time transportation. If on time performance cannot be achieved then true Inventory in Motion will suffer and the logistics offensive will fall short of its objectives. Furthermore, this unique overview I enjoy also instills in me a good deal of appreciation for matters which at first glance may not appear to be traffic management functions.

For example, one particularly important related activity, not always considered a part of traffic management, is cargo packing and damage prevention. Often packing for shipment is viewed as something to be accomplished by supply agencies *before* transportation considerations are entertained. Our experience indicates however, that this is not the case. On the contrary, packing requirements seem more properly a transportation function than a supply one. Container versus breakbulk shipments are a good illustration of this point. Cargo moving breakbulk requires better packaging than if moved by container. The extra packing also increases the cargo's shipping volume which is a very significant factor in planning a transportation move. Thus, if a traffic manager ships container instead of breakbulk, he may well be doing so with an eye toward saving not only the added transportation costs of a larger shipment, but also the expense of unnecessary packing material and labor. Preliminary indications point to substantially reduced packing costs through the use of containers. This is only part of the story, however. A traffic manager can also reduce the chance of pilferage and cargo shipping damage, minimize cargo handling costs and reduce pipeline time if he has the opportunity to select how cargo will be prepared for shipment. Our experience has shown that a greater percent of military breakbulk cargo is lost, pilfered or damaged than is containerized cargo. This is particularly true for ammunition, perishables, and PX s

We have long had a damage prevention progr tended to identify and eliminate all types of short or damaged shipments. A principal element h the Discrepancy in Shipment Report or DISRE this report the management of astray and d freight has been largely an "after the fact" However, we are now upgrading this program t mating our DISREP reports. This should ma REP data more accessible allowing for "pre management of lost and damaged freight.

I am particularly gratified to learn consider being given to using the automated DISREP at the Navy Material Transportation Office folk. This certainly is recognition of the f effective loss and damage control transcends boundaries and is precisely the type of coo needed in our Defense transportation interface

Purchasing practices also rank on our list o ties which must be surveyed by the traffic mana mittedly, a principal concern of defense proc agencies is with matters of supply. However, t ner in which they purchase those supplies dire pacts upon traffic management functions. Add good traffic management practices will dictate livery conditions which should help determine procurement locations. A purchaser often h options as to where, when and in what quantity make purchases; options that can influence gr transportation costs he is going to generate. Fo ple, purchasing a commodity for overseas FOB supply source in container lots or FOB small quantities can make a tremendous diffe the total delivered cost of that commodity. A ity might be moved by container directly from overseas destination, it might be shipped brea port for container stuffing, shipped breakbu origin to overseas destination, or any of a n other ways based simply on how it was purchas option can mean a different total delivered co commodity.

If the commodity cost at the user end of t portation pipeline is to be minimized, then tr tion considerations must be taken into accou procurement process. With this in mind, M making a concerted effort to get information c available transportation options into the hand fense purchasing activities. If purchasers know manner it is most economical to offer a partic modity for shipment, then a major step has b in assuring economical transportation in the Yet, even if we can effect transportation econ promoting more effective purchasing practices we can combine this with greater service op time performance, and effective damage p another ingredient is still needed to optimize portation pipeline.

Ways will have to be found to minimize a frustrated freight and keep inventory moving rection of the consumer. Any time cargo com it militates against the concept of a mobile and when cargo becomes frustrated or lost

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MTS NAMES NEW WESTERN AREA COMMANDER

INGTON, D.C.—Briga-
ieral Henry R. Del Mar,
; been named Commander
rn Area, Military Traffic
ient and Terminal Service
ITS), Oakland, Califor-
announcement was made
General Clarence J. Lang,
ommander, MTMTS.
al Del Mar recently re-
om Cam Ranh Bay, Re-
of Vietnam, where he
ccessively as Commander,
ransportation Command
l A), and as Commander,
my Support Command,
ay 1969 to September

n James L. Hennessy,
Acting Commander of
TTS has resumed his nor-
s as Deputy Commander.
nmander of WAMTMTS,
Del Mar will manage mili-
inals on the West Coast
ide traffic management
n 14 Western States. This
ent function includes
and transshipment with-
rough CONUS of cargo
nnel sponsored by DoD
Government agencies.
l Del Mar has held many
portation assignments in-
the position of Chief
ation Advisor to Dr.
Von Braun and General

John Medaris, Commanding General, U.S. Army Missile Command, Redstone Arsenal, Alabama, during the missile program which successfully launched Explorer I, the Free World's first satellite. He has also served as the Representative of the Commander-in-Chief, Southern Europe (NATO) to the NATO Civil Emergency Planning Committees, Naples, Italy and as Chief, Operations and Plans, Review and Analysis Branch, Special Assistant to the Chairman, Joint Chiefs of Staff for Strategic Mobility, Washington, D.C. He has been an instructor at the U.S. Army Transportation School, Ft. Eustis, Virginia, and Commanding Officer, 106th Transportation Battalion in France and Germany.

During his career General Del Mar has been decorated with the Bronze Star Medal four times for Valor and also holds the Legion of Merit with Oak Leaf Cluster, the Purple Heart with two Oak Leaf Clusters, the Bronze Arrowhead for initial assault beachheads, and the Army Commendation Medal as well as the Combat Infantryman's Badge and Joint Chiefs of Staff Identification Badge.

A native of New York City, General Del Mar received his BS degree (Biology) from Washington Square College, New York University, and later his Masters degree in Political Science from Long Island University. His military education includes the Transportation Corps advanced course, U.S. Army Command and General Staff College, the Command and General Staff Special Weapons Course, the Traffic Management Course at George Washington University and the Industrial College of the Armed Forces.

General Del Mar is married to the former Angela Francis Boscarello of New York City. They have two daughters, Patricia Francis and Debra Sharon.

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an be disastrous. During the last fiscal year
5 million worth of astray and frustrated cargo
red from the pipeline through the cooperative
industry and the Services in the Loss and
Prevention Program. This reflects only the
it was discovered through routine traffic man-
ctivities and does not reflect the sizeable
f frustrated cargo that undoubtedly still exist.
to insure that I am doing everything humanly
keep this pipeline fluid and visible and keep
nventory moving in the direction of the con-
terminals (East Coast, West Coast and Gulf)
completed an inventory for the purpose of
any and all frustrated shipments to get them
the pipeline. I have requested the military
well as DSA, to do the same at their installa-
epots.
se two parts of the DoD distribution system
or being purged the only remaining segment
close the loop and cause a complete round-up of all DoD shipments is to bring the carrier industry into the program. I am asking the carriers to physically search their terminals to locate lost, damaged or astray military shipments. I look to NDTA to serve as the catalyst to spark industry's clear focus on locating and delivering frustrated DoD shipments because of its past service to the DoD and because of its leadership in the industry.

However, I am seeking more than cooperation on a one project, one time basis. Rather, I am looking for renewed efforts from everyone involved in defense transportation to provide more transportation cost service options, to achieve better on time performance, to pursue transportation-effective purchasing practices and damage prevention, as well as continuing improved surveillance of astray and frustrated cargo. When this is done, when substantive gains are recorded in these five areas, then we will truly have launched a "Logistics Offensive" and we will make the Defense transportation system equal to the demands of the 1970's.

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TRANSPORTATION EDUCATION AND TRAINING IN THE UNITED STATES

In an era of change, it is essential not only to keep abreast of today's progress but to project oneself into the even more complex environment of tomorrow. The transportation, or more specifically, the traffic management profession, has been slow in responding to that challenge and, seemingly, did not fully recognize the requirement for formal education and training until the 1960s.

The traditional view of a traffic manager as a "Bob Cratchit" type freight clerk, complete with green eyeshade and quill pen, searching through voluminous stacks of tariffs, has been slow to change. While there are some self-made traffic managers and heads of business and government agencies, they are definitely in a minority.

Billions of dollars will be spent on transportation in the future. The momentous decisions on how to spend this money will not be left to the man who "came up the hard way," so formal training and education are assuming an importance heretofore unknown. The problem arises in determining the type of education and training required and who can best provide it.

MTMTS conducts a Traffic Management Career Program designed to provide trained personnel for its future needs. The need for the program stems in part from the lack of transportation courses in most educational institutions. In the 1968-69 academic year only 89 colleges and universities offered degrees in the transportation field. Of 871,742 undergraduate and graduate degrees conferred in that year, only 511, less than one in 1700, were in transportation.

In the academic and commercial world there exists no consensus as to the best formal preparation for a business career. Many advocate undergraduate day and evening school programs in business. Othe lieve that undergraduate and/or graduate degre the social or physical sciences (especially engine are appropriate. Still others (though to a les degree) feel that a high school education plus ded work within the business firm will be sufficient f "right" kind of man. By contrast, the well-k Carnegie and Ford Foundation studies, publish 1959, emphasized broad liberal arts-business graduate and two year "professional" MBA pro

University Training

Colleges and universities have all but eliminate cational curricula in pure transportation or traffi agement at the undergraduate level on the g that these are "trade school subjects" and therefo worthy of college level consideration. Some do ever, offer certificate (non-degree) programs in s ized fields or for special groups, for example:

- *San Bernardino Valley College*—a six unit s leading to an examination by the American S of Traffic and Transportation.
- *Golden Gate College*—evening courses in management and transportation. The curric cludes the basic, intermediate and advanced le education, and prepares for both the exami of the Interstate Commerce Commission a American Society of Traffic and Transportati
- *George Washington University*—a Transp Management Certificate Program designed for Management specialists of MTMTS.
- *Stanford University*—a four week Logistic M ment Course conducted by the Graduate Sc Business. This course is a high level progr signed to develop general transportation mana perspectives, develop skills in problem solvi

Continued on page 15

Transportation Education and Trainin the United States was written by M Richard D. Leech, Canadian Forces I son Officer, Headquarters, Military Tr Management and Terminal Service, report to his Canadian superiors on op tunities for education and training in United States in the field of transporta and traffic management. The report inspired by an article titled *Formal E cation: Key to Professionalism in Mili Traffic Management*, by Mr. James J. H former Director of Freight Traffic Western Area MTMTS, which appe in the November 1969 issue of *Trans tation Proceedings*.

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TO'S HOTLINE

ES IN BULK TICKET PURCHASING

portant changes have been made in the rules governing bulk ticket purchases. First, the m net per capita costs applicable to bulk ticket purchases have been increased from $15 to -way and $30 and $40 round trip. Secondly, bulk quantities of tickets or tokens for intra-nsportation may now be procured through the use of a GTR. Intracity tickets or tokens will unted for in the same manner as presently required for other bulk ticket procurement.

TICKET PURCHASE NECESSARY

ales aboard Eastern Airlines shuttle flights have been discontinued. Military passengers g to travel on these shuttle flights should be counseled to obtain tickets prior to flight re.

ER EVALUATION DEPENDENT UPON PASSENGERS

ity and effectiveness of carrier service rendered to DoD sponsored passengers is contin-luated by HQ, MTMTS. Service standards are based on key factors such as adherence les, condition of equipment and facilities, food service and courtesy. Report of Commer-ier Passenger Service (DD Form 1341), completed by group leaders, is the primary securing this information. Data recorded is additionally used to compare transporta-ges with service provided by the carrier. These reports were the basis for initiation of aims by the Government in the amount of $276,374.40 during FY 70.

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TO's HOTLINE

MISSED PDD CAN LEAD TO SUSPENSION

ITOs should issue a Letter of Warning to carriers who miss a PDD (Preferred Delivery D If the PDD is missed by 10 days or less and no inconvenience or hardship is suffered by the ber, this letter is usually sufficient. However, when a PDD is missed by more than 10 days, the member is inconvenienced regardless of the number of days, the ITO must consider sus sion in accordance with paragraph 6005b(1) and (2) of the PPTMR.

COMPUTATION OF TARE WEIGHT

To obtain the tare weight of a vehicle used in the transportation of household goods, the ca must have the vehicle weighed prior to picking up shipment by a certified weighmaster or certified scale. The crew must be on the vehicle, the gasoline tank must be full, and all chains, dollies, handtrucks and other equipment needed in the movement of the shipment mu on the truck at the time of the weighing.

RAILROAD RATES HAVE RISEN

Railroad passenger fares in the East and West portions of the US recently increased 10 per Railroad passenger fares in the South (generally that territory south of Washington, D.C. east of the Mississippi River) remain unchanged. Questions concerning fare changes shou directed to local carrier representatives.

SHOT RECORD SHOULD BE HAND CARRIED

An individual service member must have proof of immunizations when reporting to an A enroute to a PCS. Lack of a shot record will necessitate the service member receiving all h munization shots at the APOE. Service members on an overseas PCS move should be instr to hand carry their shot records along with their field 201 files.

SPLICED MATTRESS CARTONS ACCEPTABLE

Personal property carriers are allowed to splice together standard size mattress cartons moving oversize mattresses. As long as the cartons are new and the joint is well taped and tected, splicing cartons is an acceptable practice.

OWNER'S CONSENT IS NECESSARY

Paragraph VI, C, DoD 4145.16R protects personal property items that are damaged while in MERCIAL WAREHOUSES, not on installations as stated in September's Hotline. Dam items which appear to have extrinsic or sentimental value should not be disposed of witho owner's consent.

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;G IN ON DEFECTS

verly Bolduc, a shipment clerk in the Freight Terminal Department, Naval Supply Cen-folk, Va., has been honored for processing more than 10,000 error-free transportation .ts during a three-month period. Her contribution is important because a mistake in the ıges of document preparation will snowball into bigger mistakes due to the increased ıtomated transportation data processing.

NY, NOT MISSION IS CHANGED

ɜ reminded that the small shipment consolidator in Philadelphia was changed on Octo-'70. The new contractor is Funk's Hauling Service, Inc., 2750 Grant Avenue, Philadel-. 19114. Consigning shipments to the old contractor will bring a reconsignment charge.

I ADDITIONS TO CONSOLIDATION PROGRAM

MTS small shipment consolidation program has recently expanded its consolidation sta-ons from two to five stations. Joining Philadelphia and Toledo are the consolidation sta-Chicago, operated by Chicago Forwarding Co.; Memphis, operated by Metcon, Inc.; and operated by Parkon, Inc. ITOs can save shipping time and transportation dollars by us-tation in their area.

ED CHECK-IN TIME IS BEING TESTED

:ary Airlift Command is testing a one and one-half hour passenger check-in time for ssions operating between McChord AFB, Wash., and Elmendorf AFB, Alaska, October ı December 30, 1970. Port calls issued for travel between these points during the tests ow a reporting time of one and one-half hours prior to scheduled flight departure.

ENT CATEGORIES NEED DIFFERENT DOCUMENTS

rs port called for Category "A" travel to overseas areas have reported to APOEs with commercial tickets in their possession. Because MTAs (DD Form 1482) are needed for "A" travel, passengers arriving at the APOE with GTRs or commercial tickets some-e their seats and sometimes the Service ends up with a double transportation bill. ITOs rify the category of oversea travel for which passengers are port called and issue the ransportation document. An MTA is needed for Category "A" travel while a GTR is r Category "Z". No transportation document is issued by local ITOs for Category "B"

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TO'S HOTLINE

INVESTIGATE, IDENTIFY, AND DELIVER

ITOs or their designated representatives should periodically contact or visit terminals, s or baggage storage areas of the various passenger carriers serving their installations s range for the recovery and disposition of the unclaimed or undeliverable baggage that identified as property of military personnel. Whenever the baggage cannot be delivered owner because of insufficient identification markings, property should be disposed of in ance with regulations of the respective Service. Guidance in this area can be found in (308, MTMR.

TRANSPORTING CARPET REQUIRES NO MAGIC

Rugs and rug pads require special handling when moving household goods. Folding the the convenience of the driver or bending a properly rolled rug will break down the back terial in the rug and leave permanent creases. ITO should monitor rug preparation fo ment to insure correct handling.

REWEIGHS NECESSARY ON INBOUND SHIPMENTS

Each quarter, ITOs are required to order reweighs on not less than 10 percent of all domestic shipments moving within CONUS, and 20 percent of all inbound shipments mo tween CONUS and overseas areas. This activity is covered in Paragraph 6007c(1), I

TWO-WAY TDY TRIPS

GTRs can be issued for round-trip TDY tickets. This will save the ITO at the TDY stat having to prepare a GTR for the return portion of the trip. Round-trip GTRs for TDY p are covered in Paragraph 309016 of the MTMR.

MOT—MEETING PLACE FOR SHIPMENT AND TCMD

It is necessary to route Code 5 personal property shipments through the correct Milita Terminal. ITOs should use item 152A of the TGBL rate tender to prepare TCMDs and household goods shipments. Carriers frequently forward shipments to the proper por discover the TCMD has been sent to another port.

ADD 10 DAYS

Paragraph 214116e of the Military Traffic Management Regulation (MTMR) former that if no part of a shipment sent on a short form GBL is received at destination withi from the date of shipment, the consignee should immediately report this fact in writi appropriate disbursing office. The time frame in the MTMR has been lengthened from days to avoid premature notice of non-delivery of shipment.

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'RANSPORTATION EDUCATION AND TRAINING

Continued from page 10

understanding of the latest management ues.

ıstitutions are now offering comparative edu- ›grams in which traffic management trainees . at their business offices in the morning and ic management at the college in the afternoon, employer subsidizing the cost of the training.

ıumber of years, graduate training in trans- has not been widespread. Enrollments have l and the courses have tended to be limited for the most part falling into the following ›r classifications: specialized courses on law ation; economics courses emphasizing public d courses in carrier administration. The law : policy courses tend to be descriptive, where- ier management courses rely more heavily on techniques.

r this rather dismal picture has brightened with the emergence of graduate training in ›gistics (physical distribution). These courses introduced rapidly at graduate schools and is generally higher than in the pure trans- courses. Logistics courses have often ob- terial formerly taught in transportation courses atory problems, service and cost characteristics of transportation) and in the process have , or curtailed greatly, transportation and ıagement courses at some schools.

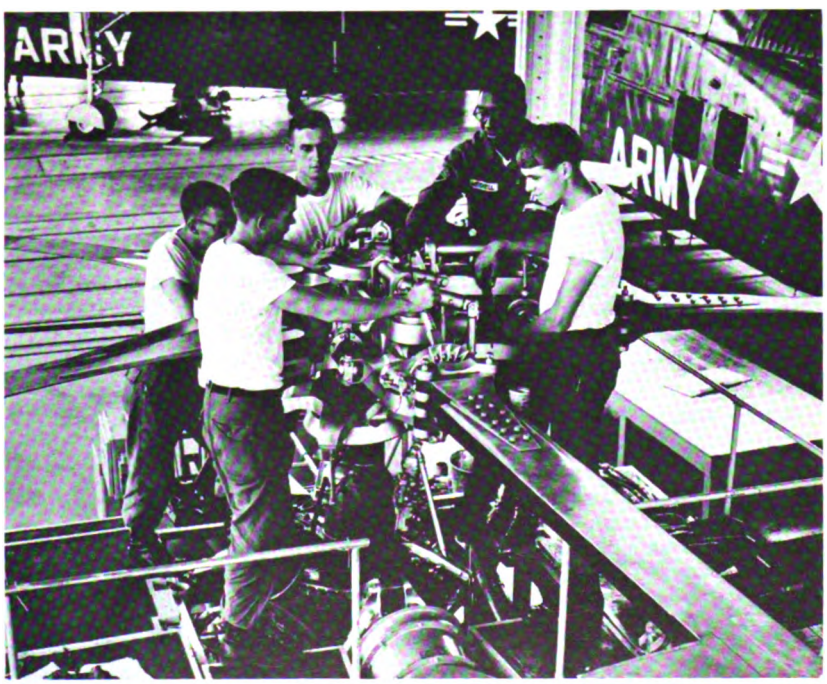
Professional Associations

ıny other professions, transportation has a prestigious professional association, the American Society of Traffic and Transportation (ASTT). In order to provide room for growth, every professional organization must have deep-rooted objectives and purposes for its successful continuation. This is no less true with regard to the ASTT, as symbolized by the following two sections taken from Article II of its Constitution:

"Section 1. The objects and purposes of the organization are to establish standards of knowledge, technical training, experience, conduct and ethics, and to encourage the attainment of high standards of education and technical training, requisite to the proper performance of the various functions of traffic, transportation and physical distribution management.

Section 2. The objects and purposes are to be served and accomplished by the composition and publication of outlines and syllabi of materials for study, the dissemination of information designed to advance the profession, assistance to educational institutions or other organizations conducting courses of study in traffic, transportation and physical distribution management and the conducting of examinations for membership in the Society."

The second section of the Constitution Article dealing with objects and purposes describes the most important activity of the organization—the administration of a study and examination program leading to certification in the field. The examination program encompasses five parts covering the areas of: Economics of Transportation; Traffic, Transportation and Physical Distribution



t Fort Eustis receive instruc- rotor section of an Army he school is the center for maintenance training.

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Civilian and military students work together for solutions to classroom problems at the transportation management courses at the Naval Supply Center at Oakland, California.

Management; Management Tools and Concepts; Transportation Law and Regulation; and the submittal of an original research paper concerning itself with traffic, transportation, distribution or other allied fields.

Another educational phase in the career of many civilian traffic managers is to become an Interstate Commerce Commission (ICC) Practitioner. To qualify one must have at least two years of college education and take the written examination of the Interstate Commerce Commission (ICC) for admission to practice. The examination involves questions on the Interstate Commerce Act, the general rules of practice and procedure before the ICC and general traffic management matters of rates, rules and regulations, with interpretation of language in freight classifications and traffic, involving past decisions of the Commission in leading cases. Considerable emphasis is placed upon motor carrier operating authorities, financial procedures of motor carriers, and the ethics of practitioners before the Commission.

Other associations and clubs throughout the country such as the American Management Association, the National Defense Transportation Association, the Delta Nu Alpha chapters and the various Traffic and Transportation clubs are less demanding of formal qualifications and examinations for membership. Yet these all contribute significantly to professional improvement through the sponsorship of seminars, guest lecturers, club journals, *etcetera*.

U.S. Service Schools

Three major U.S. Military Service Schools are responsible for providing training for military and civilian transportation and traffic management specialists for the Department of Defense (DoD). They are the U.S. Naval Transportation Management School, Naval Supply Center, Oakland, California; the U.S. Army Transportation School, Fort Eustis, Virginia; and the U.S. Air Force Transportation Training Department, Sheppard Air Force Base, Texas.

The U.S. Services also have extensive correspondence course programs. The transportation schools above have many excellent correspondence c most of which parallel exactly the in-house cou which provide the same credit or qualificatio completion. These correspondence course progr open to members of all components of the parent (Regular and Reserve), to members of other U tary Services, to eligible civilian employees of D to other authorized personnel including foreign personnel (under certain conditions).

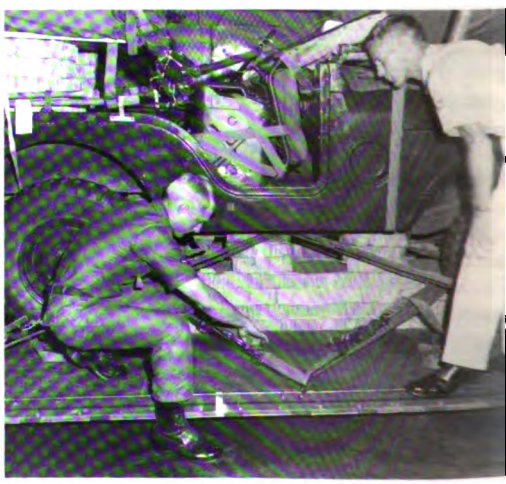
An additional facet of the correspondence pro the U.S. Army is group enrollment and study or more students, with or without an instructo group program is initiated, a group leader is de who will be responsible for the program. This p is often used by commanding officers to "en individual training. It tends to regularize st individual efforts and probably eliminates ma outs and/or failures.

American civilian education authorities are f nizant of the calibre of courses conducted by Services. Several of the transportation manageme courses are among those which the Commissio creditation of Service Experiences of the A Council on Education specifically recommend calaureate accreditation. In their publication, to the Evaluation of Educational Experience Armed Services," the commission recommend others, the following Baccalaureate credits Navy courses: for the course in Transportat agement 10 semester hours; for the two cours duction to Transportation Management and Terminal Management, three semester hours

MTMTS Traffic Management Career Pr

The need for traffic management trainees both in Government and industry. Recogn advanced age of most of its traffic manageme

Blocking and bracing are a part of the transp struction given at the Air Force Transportation Trai ment at Sheppard Air Force Base, Texas.



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MTS implemented a program in September signed to provide trained personnel for its eds. After over a year of successful testing, am became the basis for the Army-wide trans- career program for civilians.

S obtains personnel for the program from ampuses and from its own ranks and trains traffic management positions, Because these nter Government employment with varying of preparation, capability and potential for he training program is flexible to permit indi- velopment toward the executive management eral use is made of on-the-job training, train- litary service transportation schools and train- er governmental and private educational insti- Additionally, various agency and self-sponsored f study are encouraged.

the primary agency sponsored programs is the ation Management Certificate Program. This nsportation-oriented program was designed by e Washington University College of General the specifications of MTMTS. Prerequisites ther a Baccalaureate degree, job related ex- or specified university undergraduate courses and Economics. Included in the program ber of optional courses, such as: Principles portation; Transportation Systems Manage- sical Distribution Management; Distribution Introduction to Foreign Trade; a Transporta- nar; and Advanced Administrative Manage- on completion of five of the courses, the stu- ves a certificate from the University. Some of al courses are graduate ones and others are uate. The designation as a certificate program ional in order to permit registration of person- ransportation backgrounds who do not meet requisites for a Masters degree. At the same ever, credit is given for the graduate courses

MTMTS SPONSORS VARIOUS TRAINING PROGRAMS

itary Traffic Management and Terminal Serv- ontinuing training program that offers a wide opportunities for its personnel. MTMTS's p varies from encouraging self-development uch as correspondence courses to providing upport for university and non-Government

the most important thrusts in MTMTS train- n-house courses and workshops. It recently e Headquarters Training Center. Various d workshops will be conducted in the center. in-house programs feature MTMTS person- ructors as well as visiting instructors from rvice schools and universities. A modified the Defense Advanced Traffic Management being developed and will soon be tested at rs.

MTMTS personnel in the Passenger Traffic Directorate recently toured different types of airplanes, kitchen facilities and other operational areas as part of MTMTS's continuous training program.

for those who may be able later to complete a Masters program.

The key to the practical experience portion of the program is rotation throughout all the functional directorates plus planned progression for the trainee. After approximately two years of planned training (one year at the junior level and one year at the intermediate level), the careerist is more or less on his own to continue career development in the direction of his choice. The best qualified will move on to executive level training with the prospects of advancing to senior executive levels in Government service.

As the largest shipper in the world, the U.S. Department of Defense needs expertly qualified people to manage the transportation of its goods and people. Numerous senior officers and politicians have lauded what transportation experts did in Korea and are doing in Vietnam. Traffic and transportation education have played a large part in the military traffic management successes achieved and the economy with which it has been performed.

The excellence of service training and education is acknowledged by the efforts of the commercial transportation industry to recruit DoD civilian and military traffic managers and in particular to hire retired transportation officers.

One can also be optimistic about civilian university training. With the ever increasing number of graduate schools offering courses in business logistics and physical distribution management, a greater number of students than ever before are being exposed to the transportation factors so important in these concepts. Thus, traffic management is getting its long overdue place in the sun.

Many opportunities exist in both government and industry for trained traffic managers. Although educational opportunities are expanding to meet this need, the next few years will be critical in defining the requirements and determining the direction formal education must take.

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MILITARY LEAVE TRAVEL FOR THE HOLIDAYS

Colonel William E. Burton, USA

With the Christmas-New Year holiday period but a month away, installation transportation officers are planning transportation for the thousands of military personnel who will be released almost simultaneously upon the transportation industry. Military Traffic Management and Terminal Service, as the Department of Defense agency responsible for monitoring conditions surrounding leave travel, has again initiated coordination between the DoD and the transportation industry. It is making every effort to achieve maximum circulation of reduced fare data and advise military personnel as to "blackout periods" when reduced fare reservations will not apply.

Leave information as it appears in this issue has been distributed for publication in various traffic management publications and through press releases to the *Army, Navy* and *Air Force Times*. Other hand-out material has been made available to the Services for further distribution to ITOs.

Air, bus and rail carrier associations have been urged to act early to coordinate scheduling to meet the holiday travel demands. Attempts will be made to synchronize with anticipated favorable travel periods.

The service member will have additional help in making reduced rate airline flights this year because of fewer restrictions on "blackout" times in the airline schedules since last year. No additional "blackout periods" are planned and this year the restriction on reduced rates for Sundays will only apply from noon to midnight and will not extend thru noon Monday as it did last year.

To be eligible for reduced military fares, personnel must be:

- On active duty as a member of the U.S. Army, Navy, Air Force, Marine Corps or Coast or a Cadet of the respective academies.
- On official leave, pass, liberty, furlo within seven days of discharge.
- Traveling at their own expense.
- Traveling in uniform.
- For air only, present upon request. a executed Authorization for Commercial Ai (DD Form 1580) to each carrier.

Fares currently available, and restrictions able, are as follows:

RAIL TRAVEL—Railroads offer appro 25 percent reductions on both one-way and trip coach fares. These reductions are avai a year-round basis, with no weekend or restrictions.

BUS TRAVEL—Furlough fares during day period will be limited to selected poin eastern states and between eastern and mid states and apply generally to round-trip These fares also are available on a year-rou with no weekend or holiday restrictions.

AIR TRAVEL—Fare reductions of tw are offered: The Military Standby Fare Military Reservation Fare. There are re on these fares of which the traveler should b Chart No. 1 indicates the domestic airli offer either standby or military reservation

The Military Standby Fare permits seats ing available after all reservations have been to be offered military passengers at appro half of the applicable fare. Standby passe non-connecting flights are not subject to at enroute stops once they have been accom and have received a validated ticket from

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ART NO. 1—MILITARY FARES

line	Standby Fare	Reservation Fare
WEST	X	X
EGHENY		X
RICAN	X	X
NIFF	X	X
TINENTAL	X	X
TA	X	X
ERN	X	X
NTIER	X	X
AWK	X	X
ONAL	X	X
TH CENTRAL	X	X
THEAST	X	X
THWEST	X	X
K		X
MONT	X	X
HERN	X	X
S INTL	X	X
S WORLD	X	X
ED	X	X
ERN	X	X
copters		
YORK	X	
FRANCISCO	X	

. There are no weekend or holiday re-
on the Standby Fare.
he Reservation Fare (approximately two-
), reservations are accepted in advance
ed departure and space is confirmed simi-
t for other passengers. The reservation
restricted by most airlines during peak
s on weekends as shown on Chart No. 2.
shows the dates and times the reservation
icted to most major carriers prior to the
The same restriction will apply during
nas-New Year holiday season.
Information Desks are presently in op-
O'Hare International Airport, Chicago,
nnedy International Airport, New York;
International Airport, Seattle-Tacoma, Washington; and International Airport, San Francisco, California.

Military personnel who need information on schedules, airport facilities, local transportation, and expiration of leave time may obtain assistance at any of these desks.

All transportation officers are being informed of conditions pertaining to leave travel so that maximum advantage can be taken of the available transportation and reduced fares offered by the rail, bus and air carriers. Installation transportation officers are the key men in advising the military leave traveler on such problems as schedules, airport facilities, and local transportation service. ITOs can also provide the proper DD Forms for reporting deficiencies encountered when traveling on commercial carriers.

(All information regarding military fares was taken from tariffs filed with the Civil Aeronautics Board of Interstate Commerce Commission and received in Headquarters, MTMTS, as of Oct. 31, 1970.)

CHART NO. 2

DECEMBER 1970

SUNDAY 1200 2400	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY 1200 2400	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JANUARY 1971

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9

DARK AREAS INDICATE WEEKEND RESTRICTIONS ON MOST AIR CARRIERS WHERE RESERVATION FARE IS NEVER APPLICABLE

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Newsreview

MTMTS TO CONDUCT WORLD-WIDE PERSONAL PROPERTY CONFERENCE

MTMTS will conduct its Sixth World-wide Personal Property Traffic Management Conference at Headquarters on the 18th and 19th of this month.

The conference will permit a dialogue between MTMTS and major military commands to insure a better understanding of MTMTS personal property policies and directives and the problems in the field.

Major General Clarence J. Lang, USA, Commander of MTMTS, directed a number of changes in the world-wide personal property program last year to insure that Service members receive high quality service and that their personal property is delivered when and where they want it and in good condition.

Stemming from these changes was the final implementation of the World-wide Household Goods Information System (WHIST), designed by MTMTS to store data needed to measure the efficiency and economy of personal property movements.

Brigadier General Otis E. Winn, USAF, Deputy Commander of MTMTS, and the conference director, said that one of the main purposes of the conference is to "review the management data now available from WHIST reports as they pertain to Fiscal Year 1970 operations and determine those actions necessary to improve the system."

MTMTS Personal Property officials report that there is every indication that substantial progress has been made this past summer during the peak season moving period, when more than half-a-million servicemen moved their household goods.

Commenting on this program, General Winn said: "We want to keep that momentum going with industry and the installation transportation officers . . . our major effort this year will be to have 85 percent of all shipments delivered on time and free of damage."

Representatives from Europe, Pacific, Alaskan, Southern and STRIKE Commands, as well as representatives from the Army, Navy, Air Force and Marine Corps Headquarters and operating agencies throughout the United States will attend the conference. Representatives from the Military Sealift Command and the Military Airlift Command will also attend.

CARGO THEFTS STUDIED

Cargo theft involving all modes has been a subject of interest before the Senate Commerce Committee and elsewhere. Chester H. Smith, Staff Director and General Counsel, U.S. Senate Small Business Committee, reports truck pilferage at $828 million last year, up 38 percent over 1968.

A courtesy visit to Headquarters, MTMTS was recently paid MTMTS by Major General P. F. Claxton, Transport Officer (Army), British Royal Corps of Transport. Major General C J. Lang, USA, MTMTS Commander, previously paid a visit eral Claxton and invited the General to visit MTMTS. MTMTS General Claxton attended several briefings, toured of the directorates, including the Passenger Traffic Div Colonel William Burton, USA, Passenger Traffic Director, from left, discusses a part of the Passenger Traffic Mana System (PASTRAM) with General Lang, right, General second from right, and Lieutenant Colonel Keith C. Davis, Army Staff, Washington, D.C.

NEW SERVICE TENDER DEVELOPED FOR CHARTERED AIR TAXIS

WASHINGTON, D.C.—The Military Traffic agement and Terminal Service has recently dev a new Tender of Service for Air Taxi Com Operators (ATCOs) which will provide better ment and quality control for the Department of D

The Tender, which became effective Octob 1970, is the first uniform tender of service dev by MTMTS which implements revised DoD po regard to ATCOs used to transport DoD passen dangerous or sensitive cargo on a short-term (less than 90 days) or chartered basis.

Those ATCOs will now be required to first Federal Aviation Administration safety requi imposed on air taxi operators desiring to conduc lar scheduled service; second, meet specific ins equipment, training and service requirements lished by MTMTS; and third, satisfy Capability requirements of the Military Airlift Command

In accordance with DoD policy, the tender als fies that all certificated commercial air carriers taxi commercial operators providing either com chartered airlift service for DoD traffic within C will be subject to periodic ramp inspections for

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and contract implications by appropriate vy, Air Force or Marine Corps personnel.

major specifications set forth in the basic between the carriers and MTMTS include ing requirements common to all DoD passen- rous, or sensitive traffic movements: (1) only ie aircraft will be used, (2) each aircraft quipped for Instrument Flight Rules (IFR) ations, (3) aircraft will have both a pilot and oard, and (4) each ATCO shall possess in- verage as specified by MTMTS.

subject of insurance, the tender specifies that ust possess aircraft liability coverage for ship- iazardous materials in the amounts of $100,- 1 million for passengers and property dam- tively. Formerly, the FAA required ATCOs ily $75,000 worth of liability insurance.

officials said that so far six ATCOs have ved to fly hazardous or sensitive cargo. More ngs for passenger movements are anticipated.

TS ST. LOUIS FIELD OFFICE PHASED OUT BY JUNE 1971

NGTON, D.C.—The Department of the announced that it will close the St. Louis e of the Military Traffic Management and ervice. The activity will be phased out by and the major functions will be assumed by ffices in Brooklyn, New York. A few posi- ie transferred to the MTMTS headquarters ngton, D.C.

se-out and consolidation results from budget and will affect five military and 189 civilian The military spaces and 63 civilian spaces olished producing an annual savings of ap- $1.06 million. The civilian employees oc- sitions that will be re-established at other ffices will be offered the opportunity to the new locations.

who decline to accompany their function eparated by reduction in force will be pro- the benefits to which they are entitled under nent of Defense Stability of Employment career employees. The local offices of the Service Commission and State Employment well as business firms, will be solicited for locating employment opportunities.

Louis Field Office of MTMTS is located in e in the Mart Building in downtown St. major mission has been the performance of gement functions for the central areas of States.

COLONEL BURTON RETIRES; PASSENGER DIRECTORATE HEADED BY COLONEL BELLINO

COLONEL BURTON

COLONEL BELLINO

Colonel Joe O. Bellino, Jr., USA, has been selected to become Director of Passenger Traffic at Headquarters, MTMTS, replacing Army Colonel William E. Burton, who retired in October.

Colonel Bellino joined MTMTS in October of 1968 and has served as the Director of Field Assistance (later redesignated the Office of Customer Assistance) and as the Director of Plans.

Prior to his assignment to MTMTS, Colonel Bellino was commanding officer of the 8th Transportation Group in Vietnam. Before going to Vietnam he served with the Office of the Deputy Chief of Staff for Logistics in Washington.

Colonel Bellino has served in a variety of transportation assignments, including that as Commander, 181st Transportation Battalion in Europe from 1964-65.

Colonel Burton has been with MTMTS and the Passenger Traffic Directorate since July 1968. He came to MTMTS from Headquarters, U.S. Army Southern Command, Canal Zone.

Prior assignments include duty as Chief, Movements Branch, Plans Division, U.S. Continental Army Command, Fort Monroe, Va.; Chief, Movements Division, 7th Logistics Command in Korea; Chief, Commercial Agents Branch, Passenger Division, Military Traffic Management Agency, Washington, and as Chief Traffic Officer, Headquarters, Third Air Force, Tampa, Fla.

During Colonel Burton's retirement ceremonies at Headquarters, MTMTS he received a second oak leaf cluster to the Legion of Merit and the MTMTS Plaque.

While at MTMTS Colonel Burton was the key man in the development of the Passenger Traffic Management System (PASTRAM), an automated passenger reservation system which is designed to improve travel service throughout the Department of Defense.

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THE EDITOR REGRETS . . .

. . . an error in the byline of the excellent article Managing Munitions Movements by Brigadier General Peter G. Olenchuk, USA, Commanding General of the U.S. Army Ammunition Procurement and Supply Agency, Army Ammunition Plant, Joliet, Illinois, published in the October issue. We carried General Olenchuk's rank as Colonel, both in the byline and on the contents page. General Olenchuk submitted the article to TRANSLOG prior to his recent promotion. We failed to make the necessary correction.

FISCAL YEAR 1970: BEST YEAR FOR MTMTS

The Commander of the Military Traffic Management and Terminal Service, in his Progress Report for Fiscal Year 1970 to the Assistant Secretary of Defense (I&L), indicated that MTMTS actions in FY 70 increased traffic management savings over previous years.

Major General Clarence J. Lang, USA, Commander, stated that MTMTS saved the military shippers $48.4 million in return for an operating cost of $19.3 million, a 2.5 to 1 efficiency ratio.

In a breakdown of savings accomplished during FY 70, the report showed that:

- MTMTS's direct negotiations with the commercial carrier industry for lower freight rates, passenger fares, and adjustment in classifications, resulted in $20 million cost avoidances for FY 70, as compared to $10.1 million in FY 69.

As a traffic manager, MTMTS avoided an additional $28.4 million in transportation charges during FY 70. This involved MTMTS' ability to evaluate such alternatives as modes of transport, rates, tenders, privileges, and through service to select the best service with minimal cost.

- MTMTS also exceeded its command cost reduction program goal by 27 percent. This cost reduction amounted to almost $2 million, and involved a small shipment consolidation program, a construction project cancellation, a reduction in pallet costs, and other management improvements.

Referring to the savings, General Lang pointed out that increases in overall transportation costs and a decline in the movement of freight and passengers, coupled with reduced Defense transportation funds, "intensified the search for new and better ways of managing the transportation dollar."

Other highlights of the report defined the workload:

- As the CONUS Traffic Manager for DoD, MTMTS routed, selected carriers and quoted rates for 2 million shipments—27 million short tons. This involved domestic freight routings, 581,000 freight rates 80,000 export releases and travel arrangements million passengers.

- As the Common-User Terminal Operator, transshipped more than 17 million measurement cargo.

- As the Worldwide Personal Property MTMTS managed the movement of 1.2 milli tons of household goods and unaccompanied

- As the DoD Agent for Highways for N fense, MTMTS accomplished 24 certificatio fense access roads valued at $7.9 million.

FY 71: "The Challenge Will Be Met"

While workloads declined in FY 1970, costs were experienced in stevedore rates, gen senger fares, and general freight rates. Minimu and commodity reclassification actions also rais portation costs. The report stated that trans costs for FY 71 will go even higher than those For example, the new Airport and Revenue A became effective July 1, 1970 (1st Quarter requires all users, including DoD and Governm ers, to pay an eight percent tax on domestic five percent air cargo way bill tax and an ap $3.00 surcharge on international flights. Propo ity measures to prevent hijacking may ca charges to be increased further.

While MTMTS saved more money in FY its operational cost to DoD, General Lang be more can be done. A number of recommendat during the past year for improvement of traffi ment in passenger, personal property, and the operations areas offer opportunities for fu stantial savings.

In describing the future challenge in traffi ment, General Lang commented: "Traffic ma occupies a unique position in a time of bu straints. The reduced availability of resou time when the demand for traffic managemen est, gives us added incentive to find new wa the shipper services perform their missions v resources. The challenge will be met."

FIRST LOG COMMAND AWAR PRESIDENTIAL RECOGNITION

A first was recorded recently when the 1s Command, United States Army, Vietnam Presidential recognition for outstanding a ments obtained in reducing cost and improvi ment. A combat unit has never before re recognition. The Logistical Command's effe agement program is emphasizing improved m within each functional area of logistic opera than $353 million has been saved through s as improved management of shipping, receiv and maintaining Army inventories.

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MMAND CHANGES AT AMC

Henry A. Miley, left, has succeeded General F. J. ight, as Commanding General, U.S. Army Materiel General Miley, who has served as AMC's deputy general since June of 1969 was promoted to the neral and replaced General Chesarek upon his re- ovember 1st. Lieutenant General Woodrow W. ost recently assigned as Deputy Chief of Staff for S. Army, Europe, will succeed General Miley as ty commanding general.

Y-SECOND AIR FORCE LOGISTICS AWARD

enty-Second Air Force, headquartered at Force Base, California, has been named he Gen. Thomas P. Gerrity Logistics Award ort of the Air Force mission in fiscal year award was presented at the Air Force Ma- erence at McClellan Air Force Base, Califor- established in 1968 to memorialize the late errity who personified "excellence in logis- e time of his death in 1968, General Gerrity Air Force Logistics Command.

ETROLEUM TANKER HED UNDER MSC R-BUILD PROGRAM

of four Falcon tankers being built for the tary Sealift Command under the "charter program was launched recently at Ingalls Pascagoula, Mississippi. The *Falcon Lady* d, built and chartered for a single purpose, petroleum products for all of the armed ship was specifically built to enter most of ports.

TRANSPORTATION COST STUDY SHOWS CONTAINER SAVINGS

A transportation cost study recently conducted by the Military Traffic Management and Terminal Service has revealed that military shippers paid over $11 less per measurement ton during Fiscal Year 1970 when they containerized their cargo instead of shipping it break-bulk.

As the DoD transportation management agency, MTMTS plays the dominant role in selecting the mode or combinations of modes which provides the best service at the lowest overall cost to the Department of Defense, consistent with military operational requirements. Increasingly this has meant a growing trend toward containerization.

During FY 70, 28.5 percent of the total DoD dry and reefer surface export cargo moved in containers. This amounted to some 141,524 containers stuffed with 4,285,000 measurement tons (MTONS) of cargo. More than 60 percent of the containers moved off the West Coast and the rest moved off the East and Gulf Coasts.

The advantages of containers over break-bulk shipments has long been appreciated as a method for reducing shipping losses, but only recently has a method been developed to quantify or calculate the actual savings in shipping by container. MTMTS traffic managers initiated a study designed to "identify an average dollar difference per MTON between break-bulk and container costs for export cargo from CONUS origins to major overseas destinations."

Among other things, the study revealed the following:

- In an overall source-to-destination cost comparison of a break-bulk shipment, a container stuffed at the terminal, and a container stuffed at source, the MTON average costs were $47.50, $40.00, and $32.00 respectively.
- The greatest savings on containerized cargo were achieved on the East Coast to North Europe trade routes. Some 996,000 MTONS of containerized cargo traveled these routes at an average savings of $20.51 per MTON, yielding a total savings of more than $20 million to the shippers during FY 70.
- Worldwide, all military shippers routed 4,285,000 MTONS of containerized export cargo and realized an average savings of $11.65 per MTON, bringing the total savings figure to almost $50 million.

These figures were developed by the study based on:

- Analysis of data for high volume shippers and receivers served by 28 port-to-port combinations on 14 major container trade routes.
- FY 70 cost components from the authoritative sources for CONUS line haul and drayage; container stuffing; CONUS port handling; container and break-bulk ocean crossing; and overseas port handling, terminal service, and on-carriage.
- Averages of these rates together on a weighted basis to reflect variations in cargo generation and flow

(Continued on next page)

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patterns, container stuffing and use patterns, and actual carrier service.

The study also indicated that military shippers saved about $8.05 per MTON during FY 70 (on transportation costs only) when their containers were stuffed at source. This avoided additional drayage costs as well as terminal stuffing costs. However, it is not always feasible (or possible) to have the containers positioned at the source of the cargo. Some vendors do not have the capability to stuff at their plants, and frequently the position costs are excessive.

To solve some of these problems, MTMTS is arranging to consolidate export cargo at inland Cargo will flow to these points from regional for containerization and movement to cost f ports. Although this arrangement is still in the stage, the savings in inland transportation a handling are readily apparent.

All the figures produced in the study ref transportation costs, and they do not reflect s transportation savings as reduced packaging materials and shipping costs), and reduced damage. MTMTS plans to conduct additional in the near future to identify these non-transp savings.

MTMTS SPOTLIGHT

AUTOSTRAD: Modern Management Too

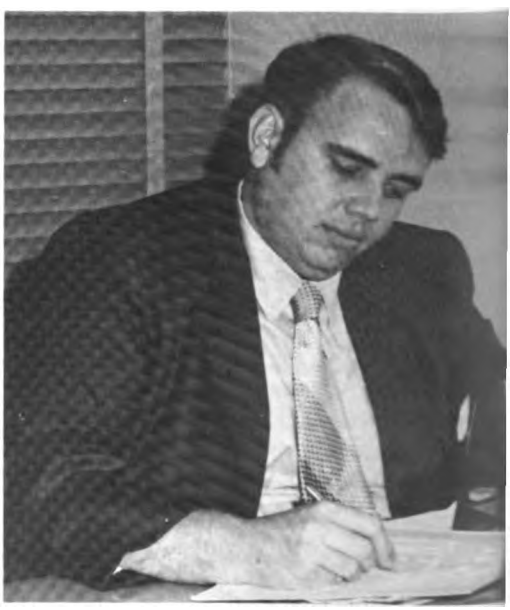
The 70s will indeed be the age of computers. Computer systems are already in wide use. Food chains use them to increase profits. They are used to combat air pollution. In fact, in San Francisco, computers are even being used to psychoanalyze the dreams of medical patients.

Computers help the Military Traffic Management and Terminal Service (MTMTS) execute its mission of providing effective, responsive, and economic support to the Department of Defense. For this purpose, MTMTS developed AUTOSTRAD (Automated System for Transportation Data). AUTOSTRAD is a continuous five-year program of automated systems development which changes as goals, objectives and conditions change. As AUTOSTRAD evolves it will provide for a faster, more accurate, and smoother flow of military goods and personnel.

Keeping one step ahead of AUTOSTRAD, so that the necessary computers will be ready when MTMTS needs them, is the job of the computer specialists of the MTMTS Directorate of Systems. Lynn Wilson is one of these specialists.

Mr. Wilson manages and plans automatic data processing (ADP) equipment resources to design and operate a third generation MTMTS computer network to provide data processing, data communication, and information display to support the MTMTS mission. He evaluates changes in computer workload, reviews the relative advantages and disadvantages of augmenting, exchanging, replacing or eliminating ADP equipment or installations, and then initiates actions to change existing data processing equipment through exchange, acquisition or relocation as deemed appropriate.

MTMTS currently has a monthly ADP rental bill of $175,000 and owns $1.35 million worth of ADP equipment. With a reduced budget for FY 71, c major consideration when determining requiren ADP equipment. Lynn Wilson and his equipm agement staff are presently involved in two ma which will result in a direct cost reduction half a million dollars a year in computer co includes acquisition of additional equipment Headquarters and Western Area MTMTS, ter high dollar rental contracts for ADP services w mercial firms. With these kinds of savings, it that the MTMTS ADP equipment team is part to stretch DoD transportation dollars.



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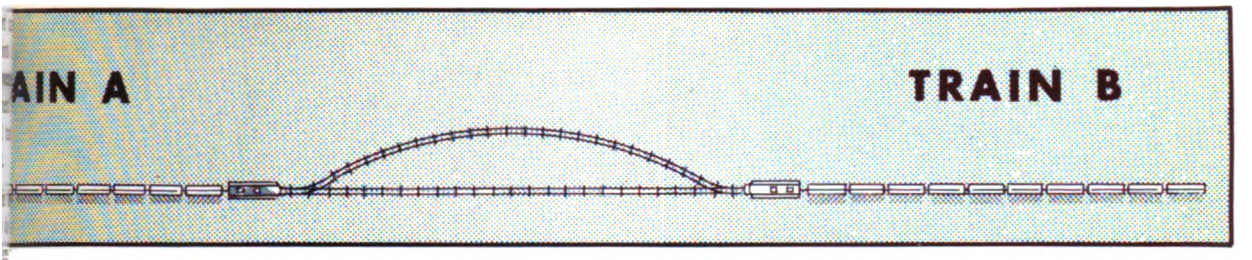

Can You Solve This One?

Two trains of ten cars each, approach from opposite directions on a single track. As they meet, there is a side track that will permit Trains A and B to pass with some switching. The siding can accommodate an engine and seven cars only. How can the pass be completed?

HERE IS ONE SOLUTION

Train A leaves its last three cars far down the track to the left and then pulls into the siding. Train B then passes on the main line and picks up the three cars with its engine. Train A moves from the side track back to the main line and on down the track to the right. Train B now backs up through the side track, pulling the three cars with its engine pausing to drop the three cars it picked up. After dropping the cars Train B continues backing onto the main line. Train B now moves forward on the main line. Train A backs on to the side track, picks up the three cars, and moves back on the line—the pass is completed.

If you know a better way . . .

please send your answer to Editor, TRANSLOG, MTMTS, Washington, D.C. 20315. If you have a transportation puzzle you would like to see published in TRANSLOG send it along, with the solution. Credit will be given for each puzzle used.

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THANKSGIVING DAY MESSAGE

Thanksgiving is a particularly important time of the year for the family. F
Americans it means family reunions, laughter, good food, warm hearts an
to be thankful for our friends and our heritage.

There will be, however, families which cannot be together this year because
who have answered the call for service to their country. We are grateful
dedication of men and women who have responded to this call in the past
as those presently serving their country, for it is through their efforts tha
preserving the time honored tradition of Thanksgiving Day.

Let us give thanks this day for all those who have served, and hope that
possible, they may be united soon again with their families and friends.

May your Thanksgiving Day, which is so much a part of the Great Americ
tage, be filled with happiness and a greater appreciation of our countless
which we so often take for granted.

CLARENCE J. LANG
Major General, USA
Commanding

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JANUARY 1969

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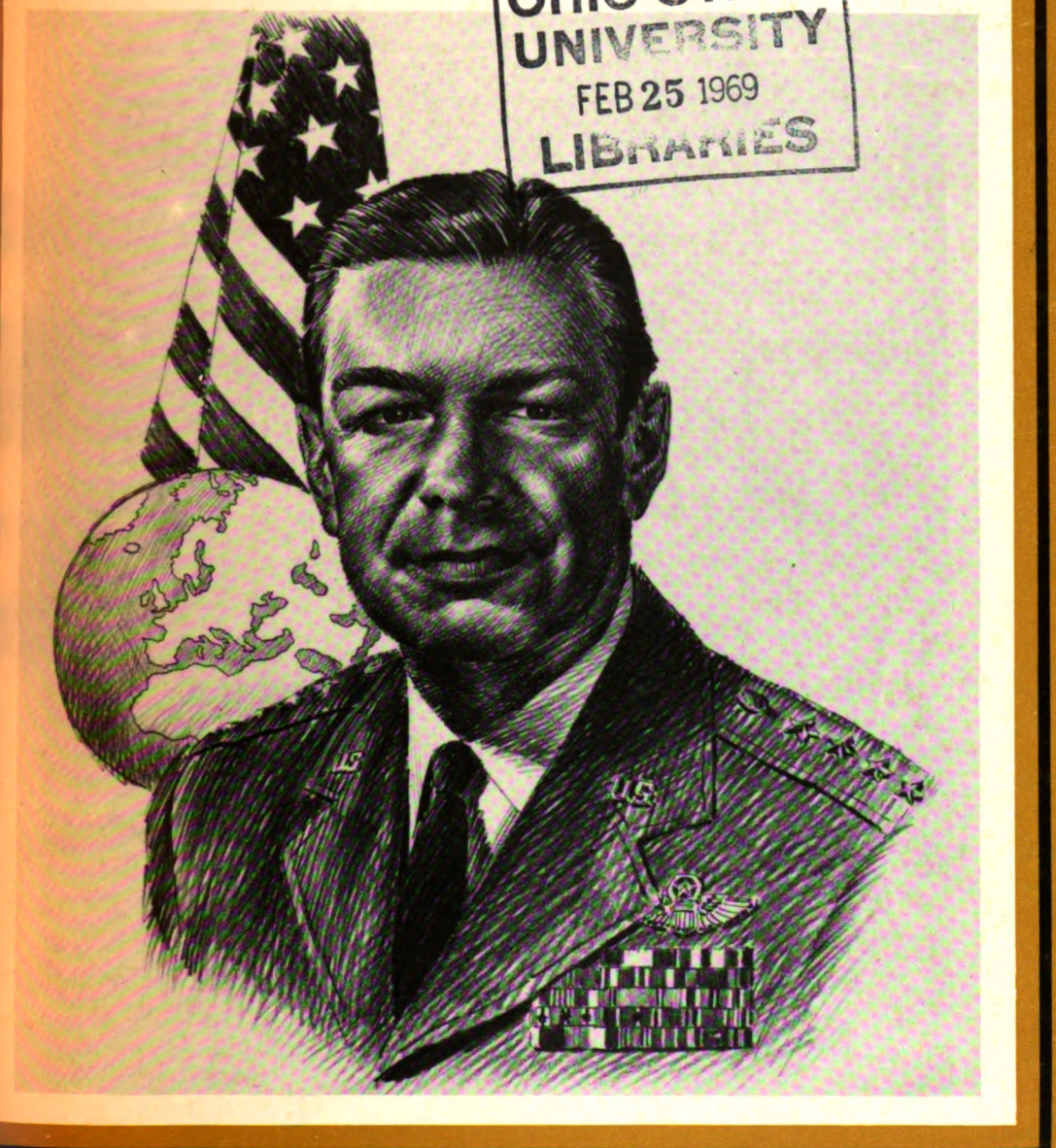

RANSPORTATION AND THE NATO DETERRENT

by General David A. Burchinal, USAF

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January 1969

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The Official Magazine of
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TERMINAL SERVICE

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic and Terminal Service (MTMTS), a single-manager transportation agency under of the Army. Its purpose is to provide timely and authoritative information on operations and technical developments in the Defense Transportation field. encouraged to submit articles, featurettes, photographs and art work. Opin by contributors do not necessarily reflect the official viewpoint of the Depa Army or MTMTS. Address contributions and correspondence to: Editor, TRA PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution is base ments submitted on DA Form 12–4 to U.S. Army AG Publications Center, Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 annually APO addresses, $4.25 to foreign addresses through the Superintendent of Docu ment Printing Office, Washington, D.C. 20402. Single copy 30¢. Unless other material may be reprinted provided credit is given to TRANSPORTATION and the author. Use of funds for this publication approved by Headquarters, the Army, 4 May 1966.

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Editorial Comment

Transportation Proceedings is pleased to devote its entire January issue to the United States European Command (USEUCOM) and its enormous logistics and transportation mission. It is particularly timely, we think, when viewed from the broader picture that Western Europe represents. Among other things, it represents, after the United States, the greatest aggregation of economic, political and ideological strength in the World. The six Common Market nations, plus the United Kingdom, by themselves have a total population, military manpower pool and gross national product well in excess of that of the Soviet Union. There can be no question then that the Western Allies must maintain an effective military posture behind the NATO Shield.

NATO's area of responsibility stretches from the Northern tip of Norway to the Eastern reaches of Turkey. Within this Alliance, there are the military forces of thirteen countries which, of course, include the United States. General Lyman L. Lemnitzer is the Supreme Allied Commander, Europe (SACEUR) and United States Commander-in-Chief, Europe (USCINCEUR). Speaking before the Association of the U. S. Army in Washington in October, he explained his dual role. "I wear two hats which are not always completely compatible but I have been blessed with a fine NATO staff located at our new headquarters in SHAPE, Belgium, with General Sir Robert Bray of the United Kingdom Army as my Deputy and General Ted Parker, U. S. Army, as Chief of Staff."

Continuing his Washington report, General Lemnitzer said, "Equally outstanding is the U. S. European Command staff which has taken over new quarters in Stuttgart, Germany, with General David Burchinal, U. S. Air Force, as my Deputy and Vice Admiral John A. Tyree, U.S. Navy as Chief of Staff."

EUCOM is a Unified Command which operates under the U.S. Joint Chiefs of Staff. Under its operational control are U.S. military forces in Europe who, together with their allies, stand ready to defend Europe as part of the free world defense team established by mutual agreement with the countries concerned. The objective of this issue, therefore, is to highlight the importance of the U. S. European Command and its role in the total National Defense Structure and its very important logistics and transportation functions.

The editors of TRANSPORTATION PROCEEDINGS deeply regret however, that due to space limitations we are unable to completely cover the transportation functions of both NATO and USEUCOM in one issue. It was decided therefore, to feature USEUCOM now and NATO at some future time. The editors of TRANSPORTATION PROCEEDING are very grateful for the splendid and professional support received in putting together this issue. It took a lot of people doing a lot of things to portray in one magazine the enormous transportation job being done in Europe — a vital and significant function of General Burchinal's operational mission.

The Editors

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"Transportation transforms men and equipment into combat power."

TRANSPORTATION AND THE NATO DETERRENT

The executive in New York who thinks nothing of making a business appointment for the next day in London or in San Francisco takes his transportation for granted. And so all too frequently in the military environment, the Commander takes his transportation support for granted—until it is interrupted or fails to materialize. It is obvious that if this assumption of transportation support fails, national objectives may be imperiled, battles and lives will be lost in war, and critical resources, includin wasted in peacetime.

The United States European Command end of a long transatlantic transportatio and we in Europe are keenly aware of nature of our dependence on the viabili life-line. Our United States commitmer NATO cause is predicated upon the abil tain and reinforce our military presence i

PHOTOS, LEFT TO RIGHT:

1. Headquarters United States Army, Europe is located in Heidelberg, Germany. EUCOM's main striking force, the U.S. Seventh Army, is the backbone of U.S. ground forces committed to NATO.

2. Headquarters United States Navy Forces, Europe, London, England, is another vital EUCOM link directing defense plans in the Mediterranean, Baltic and Black Seas with powerful forces earmarked for NATO in event of war.

3. Headquarters United States Air Force, Europe, Weisbaden, Germany, provides coverage of the air along soviet and satellite frontiers that sweep in a great area across nearly a quarter of the earth's surface.

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by

eneral David A. Burchinal, USAF
Deputy Commander in Chief
ted States European Command

ors, of course, enter into the force equa-
s my staff Transportation Officer periodi-
nds me during his frequent briefings,
ation transforms men and materiel into
ver."

mitment of American forces to NATO
resence in Europe is a central feature of
tegy. Our forces are in sufficient numbers
h to make unmistakably clear that they
are a fighting force, not a token force, and that in case of military action, they are in Europe to fight beside their allies and not merely to sound an alarm.

The size, composition, and combat capability of these U.S. forces contribute directly to the credibility of the deterrent power of the Alliance. Our combat strength in Europe is organized into 5 Divisions, 3 Armored Cavalry Regiments, plus the

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General Burchinal accepts a plaque "in remembrance of Turkish armed forces" from General Fikret Esen, Deputy Chief of the Turkish General Staff.

Berlin Brigade; 39 Air Force tactical squadrons; and 25 major Naval units, with an embarked Marine Battalion Landing Team and essential supporting ships in the Sixth Fleet. Some elements of this force are dual-based in the United States. The United States will contribute immediately this total combat strength to the appropriate NATO command organizations in emergencies or war, and these are the forces, spread over five million square miles of Europe and the Mediterranean, that assure our Allies of the substance of our commitment to their — and our — defense from the outset of any conflict.

The dependence of this commitment upon transportation must be fully appreciated and we must continually update our plans as changes occur, — most recently in the light of the now completed action by the United States to base more than 33,000 U.S. Army and Air Force troops in the United States rather than in Europe. This geographical relocation is just that — a relocation — *not* a withdrawal of these forces from their NATO commitment. They remain assigned to this Command.

We have assured our Allies that these forces will continue to be available for rapid return to Europe should the need arise, and will train in Europe annually. We have also given formal assurances that we will try to improve the speed with which these forces can be returned to Europe. The transportation role, both military and commercial, is particularly important not only for these forces, but also for the additional augmenting forces the Unit plans to provide should the situation war

I have, up to this point, addressed prin role of strategic transportation and the in mobility of our forces in supporting Uni commitments in Europe. The intra-Euro ment of our forces and materiel is no less our staying power.

It is in the European context that thi TRANSPORTATION PROCEEDINGS pays tribu men and organizations of the United Sta pean Command and its Army, Navy, and components.

I use the term "systems" because, from t command viewpoint, our separate tran operations must be viewed as a system modes — land, sea and air — available to of all services to satisfy the Commander requirements. Since only the unified C has the total view of all Service require capabilities, the overall allocation and po agement of these vital assets is retain Unified Command level; while day-to-d tions and administration is vested in expertise of the component service. In oth the theater transportation system require ized control over highly decentralized an operations. This management philosoph new, nor is it unique to the European C but becomes increasingly valid as thea portation resources and funds become m while our missions and responsibilities are

Our in-theater logistics and transportati has undergone a considerable transforma and as a result of, the departure of Uni forces from France and the withdrawal

American and German flags are raised at Patch Barrac gart, Germany, following relocation of United Sta Command headquarters from France to Germany.

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:icipation in the military affairs of the
iance. Our readjustment is well along, but
)lems such as saturation of facilities and
:ion of materiel remain to be solved. Gen-
have maintained our combat capabilities
, and there is nothing that we must do in
rt of NATO that we cannot do in our new
:t is obvious, however, that we could do
tter job if we had full assurance of French
on and ready access to our former logistic
n France.
:w our new logistic posture:
elocated from 437 supporting installations

moved over 800,000 tons of equipment
almost 800 million dollars.
elocated our operational and administra-
unications systems.
earranged our combat petroleum supply
ontinuing use of the French pipelines for
resupply only and secured new forward
:e for wartime reserves.
noved 68,000 personnel from France —
Germany, the United Kingdom, and to
States.
Jnited States European Command Head-
now located in Stuttgart, instead of the
Paris.
Reconnaissance and Tactical Transport
ons formerly based in France, are now
y, the United Kingdom, and some are
in the United States.
oint in time when we were just getting
reoriented after our rapid departure
e, the Soviet and Warsaw Pact invasion
:ion of Czechoslovakia occurred, remind-
forcibly that our ability to respond in a
ner to hostile threats and actions may
e test at any time. The wisdom of main-
. forces in-being, combat ready and on
in Europe is once again clearly evident.
ontinuing to analyze and study every
which might improve our capacity for
thousands of men and tons of equip-
upplies to Europe, as well as our own
:eive them and move them expeditiously
ere they are needed. For this capability
monstrable and effective if we are to
ffective part of the NATO deterrent to
n Europe. In great measure, much is
ofessionals in our military headquarters,
ation and logistics units, and in com-
nsportation upon whom we rely so
ey are essential to the fighting power
eness of our United States forces and
n a very large, complex, and growing
y.

ABOUT THE AUTHOR

General David A. Burchinal was born April 17, 1915, in Washington, Pennsylvania. He received his B.A. degree in 1938 from Brown University, Providence, Rhode Island, where he was elected a member of Phi Beta Kappa. He completed pilot training at Randolph Field, Texas in 1940, was graduated from the Air War College in 1947, and was awarded an Honorary Doctorate of Law by Brown University in June 1965.

During World War II General Burchinal's assignments included duty with the 330th Bomb Group and 20th Bomber Command in the United States, service as Military Air Attache in Ottawa, Canada, and assignments with the 313th Bomb Wing and 21st Bomber Command in the Marianas Islands. He served in Tokyo, Japan, from September to December 1945 as A-3, 20th Air Force, then as military analyst with the U.S. Strategic Bombing Survey.

Following duty as a research analyst with the U.S. Strategic Bombing Survey in Washington in 1946, General Burchinal was assigned to the Air War College, Maxwell AFB, Alabama, first as a student, then as an instructor, and later as assistant chief of of the Air Strategy Division and assistant chief of the special projects division.

He served as Secretary, Air Force Council, Washington, D.C., from April 1951 to April 1953, then commanded the 40th Bomb Wing (H) at Smoky Hill Air Force Base, Kansas, and the 43rd Bomb Wing at Davis-Monthan Air Force Base, Arizona. He was Chief of Staff, Headquarters Eighth Air Force (Strategic Air Command) at Westover AFB, Massachusetts from August 1955 to November 1958, then was reassigned to Washington, D.C. as Deputy Director J-3 (Operations), The Joint Staff, Joint Chiefs of Staff, until September 1960. He later served as Deputy Chief of Staff for Plans and Programs and Deputy Chief of Staff for Plans and Operations at Headquarters USAF. Immediately prior to his current assignment as Deputy Commander in Chief, United States European Command, General Burchinal served as Director of the Joint Staff, Joint Chiefs of Staff, in Washington.

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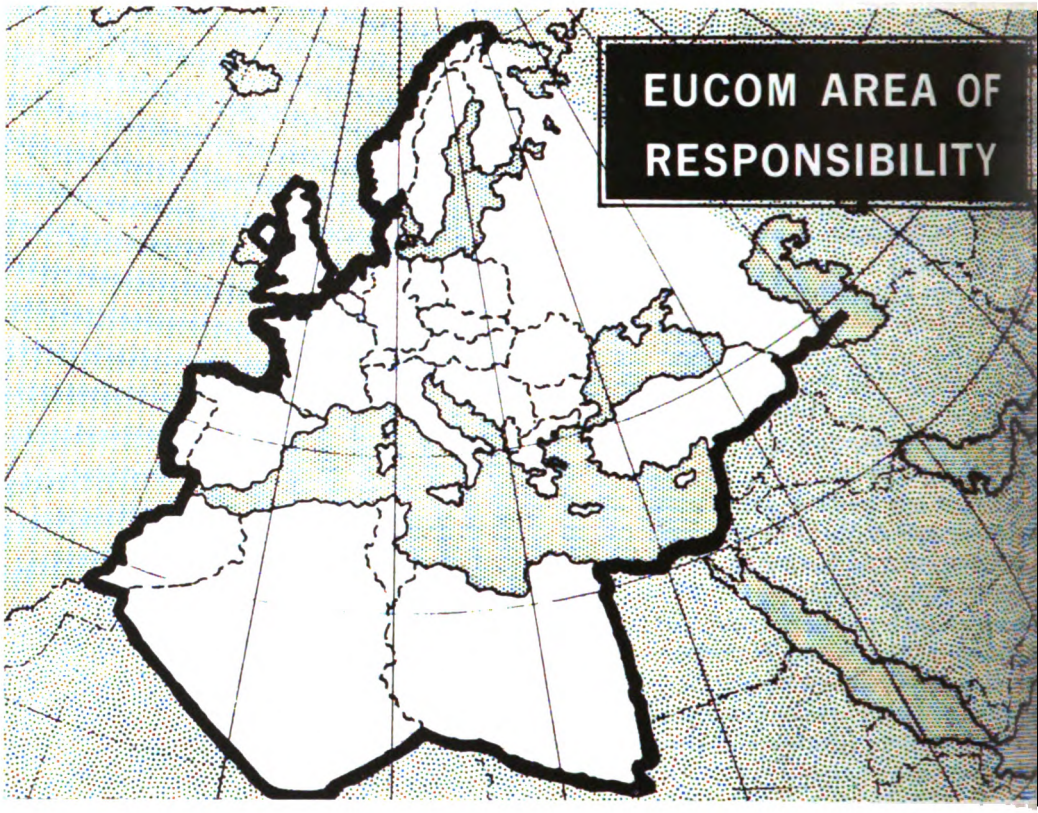

EUCOM: OUR PRIME FORCE IN EUROPE

At the end of World War II, Europe lay devastated, its people were tired and hungry and political unrest swept over the continent. Except for allied military units on occupation duty in Germany, the Allies quickly withdrew their forces and began to demobilize. Shortly afterwards the Communists, taking advantage of the chaos, their forces still mobilized and intact, struck out to overwhelm Europe. In quick succession virtually all of Eastern Europe fell under their domination. The Communist threats became acute in other parts of the continent, particularly in Greece and Turkey. In June 1948, seeking to force Western powers to abandon Berlin, the Communists blockaded the city, but the blockade was broken as the beleagured city was supplied by air. But the Soviet Union still threatens a disarmed Europe with more than 200 ready divisions.

Aware of the danger, the United Kingdom, France, Belgium, Luxembourg and the Netherlands came together in the Treaty of Brussels. Then on April 4, 1949 the United States joined with the Brussels Treaty nations and with Canada, Norway, Portugal, Italy, Iceland, Denmark and later, West G and Greece and Turkey to become allied partners in the North Atlantic Treaty Organ NATO. With the formation of NATO, Unite forces returned to Europe as, for the first history, large military forces of one natio stationed on the territory of another friendly in peacetime to form a shield against co aggression.

As America's prime force in Europe, EUCOM plays a key role in the nation's structure. The Command's main areas of r bility include: (1) Maintaining the security U. S. European Command and protecting the States, its possessions and bases against hostile (2) Supporting the Supreme Allied Com Europe in cooperation with our allies. (3) Adm ing the military aspects of the Mutual Secur gram. (4) Administering the components command. (5) Maintaining a friendly p friendly soil.

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ited States has the transportation and logistics resources to move
orce to Europe, sustain it, and at the same time augment it."

RAPID DEPLOYMENT CAPABILITY: A DETERRENT TO HOSTILITIES

by

Major General Walter M. Vann, USA
Director of Logistics
Headquarters, United States European Command

tary world was sufficiently impressed by
of the Soviets to move several hundred
Warsaw Pact troops into Czechoslovakia
vernight, many in giant 400-passenger
AN-22 transport aircraft. Recent news
ve hinted that the Russians themselves
been surprised and a little dismayed at
s involved in the Czechoslovakian inva-
he level of effort required to maintain the
that country.

ted States European Command (USEU-
also faced with a logistical problem of
le proportions. An important feature of
decision to redeploy over 33,000 Army
orce troops to the United States was our promise to return this large force to Europe rapidly in a period of tension or open conflict.

Like the Soviets, we are optimistic about our ability to deploy forces rapidly. No one really doubts that the United States has the transportation and logistics resources, both military and commercial, to redeploy a large force to Europe, sustain it, and at the same time, augment it. The problem that concerns me, however, is "how to do it better and faster?" Serious study of this problem in advance can help considerably in averting dismay later.

Product improvement and innovation in the business world are facts of life and vital to economic survival. Military concepts, like our civilization, must undergo product improvement to meet the

ann briefs his Air Force Director of Transportation, Colonel Otis E. Winn, center, and Colonel Thomas G. Haake, MTMTS Liaison Officer, at EUCOM Headquarters.

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changing nature of the threat to National Security. In the United States European Command, one of our important tasks is to improve or increase our contribution to a more meaningful NATO deterrent.

General Lemnitzer, Supreme Allied Commander, Europe, has repeatedly stated that there is no substitute for combat ready forces in-place with their logistics, as a credible deterrent to hostilities. It seems overly optimistic, however, to count on political or economic decisions which will make available, in peacetime, much in the way of additions to resources stationed in Europe. The credibility of our dual-based units as a NATO deterrent, then, becomes directly proportional to confidence in the transportation and logistics system that will deploy and sustain that force.

If we are to improve the responsiveness of our NATO contribution, there appear to be two avenues open to us—first, to investigate and adopt every feasible technological advance permitting increased mobility, and second, to take a hard look at every link in our pipeline from the Continental United States to the ultimate user in forward areas in Europe to cut transit times, staging periods, paper delays, and unneeded warehousing in order, in effect, to reduce our pipeline inventories and provide more forces and equipment earlier, for NATO commitments.

We think too often of moving troops and cargo to Europe in terms of our most recent commercial airline trip from New York to Frankfurt, or the Christmas package that came by air cargo in four days from Kansas City to Stuttgart. It would be pleasant to have a military logistics system this simple insofar as military effort is concerned.

Like the military family that travels to its new assignment in Europe by air, but is separated from its household goods for weeks or months, the Army's unit personnel can be moved in a few hours by air from the United States as far in Europe as desired, while the unit's heavy ment and supplies must travel by sea and charged at seaports. There may be as muc or 30 days disparity between the travel time air and sea contingents. Moreover, the air c personnel may be waiting at one of our l terminals, such as Rhein-Main, while the eq may be on the dock in Bremerhaven or Ro or both.

Our fundamental problem, then, is to dev to reduce time and location separation betw and equipment deployments.

Prepositioning unit equipment in the th one pathway to a faster Army build-up inla Lift" in 1963 tested this concept, and it is n that we still place heavy reliance upon pre ing. While prepositioning finesses the ti space problem, we pay dearly for the ga price is added storage and real estate cost maintenance requirements on idle equipm the need for duplicate unit sets of equip Europe and in CONUS. A second price is large numbers of personnel from multiple barkation points to equipment storage a detour from their direct route to the emp point. This movement would, perforce, be n the earliest, in periods of heightened tensi there are many claimants for transporta sources. And a third price is staging ar where personnel breakout and shake dow equipment, re-establish unit integrity, and initial supply fill. Additional people and t are required to assist staging operations.

Moving the unit to Europe, forming it effective fighting force, and giving it it

ABOUT THE AUTHOR

Major General Walter M. Vann was born in Monroe, North Carolina, July 1, 1916. He was graduated from the United States Military Academy in 1939 with a Bachelor of Science Degree and was commissioned as a second lieutenant of Coast Artillery in the Regular Army. He is a graduate of the Command and General Staff College, the Armed Forces Staff College, the Army War College, and the Management Problems for Executives course at the University of Pittsburgh.

During World War II General Vann was assigned to the First (later Twelfth) U.S. Army Headquarters of General Omar Bradley, and served as a G4 staff officer in combat operations commencing in Normandy, France and concluding on VE Day. He was transferred in July 1945 to Headquarters, U.S. Forces, European Theater, Frankfurt, Germany, where he served as Chief of the G4 Plans Branch until July 1947.

Assignments since that period have included Executive, Plans Office, G-4, Department of t Commanding Officer, 46th Antiaircraft Artillery Weapons Battalion; Assistant Deputy Chief of Operations, Headquarters U.S. Army Europe. H Germany; Commanding Officer, First Antiaircraft Group, Seventh Army, Germany; Chief of the Division of the U.S. Army Mission to the Imperi Army/U.S. Military Assistance Advisory Group. of the Army Section in Teheran; Deputy Chief Administration, Headquarters Second Army, Fo Maryland; Deputy Director of the Department of Technical Missions and Career Structure Project manding General of the 52nd Artillery Brigade (A Prior to his current assignment he served with th Supply Agency as Director of Defense Contract A tion Services Region-New York in New York Ci

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ll doesn't completely solve the problem. g POL and ammunition tonnages are so under present supply systems, they must surface lift. A long resupply cycle leads to ckage and storage capacity in the theater, tional depot operating and maintenance

than "pay the prices" discussed, what are is open to us? Rather than attack symp- ong transit times and storage problems, the basic causes that we can start to

and consumption rates for men, as well ent, have steadily increased, like the cost since World War II days. When these rates are multiplied by the thousands ns of consuming troops and vehicles in a theater, the supply, movement, and stor- ms reach overwhelming proportions. It is new and better controls over consumption to avoid the unenviable alternatives of shortages.

-old "order and shipping time" dilemma mpany Supply Sergeant, magnified to el proportions is another cause that must . This management challenge faces every the logistics system, from bottom to top. te the potential in this area, if we could upply cycle times by only five days in certain commodities which must come ean transport, we could reduce our in- uirements in-theater by nearly 50 million

gical advances in the field of transporta- e expected. It is difficult to envision, y significant speed increases in ocean , trucks, railroads, or even in cargo air- would cut days and weeks from overall order and shipping times. Rather, we t the interface points where the goods , assembled into ship and car loads, movement-controlled and traffic-man- re the real potentials for cutting transit d not cite the current efforts and im- in packaging, containerizing, Roll-on/ ical reading, computerization, piggy- on-rail, and others that are being in- ried, and adopted. The paperwork side ; and logistics simply has to be made ore accurate.

mprovement in the responsiveness of nd *within* Europe will be brought about ment concepts and better management lance movements by sea and air. I am, ferring to the prospect of receiving in period, our units and supplies by a balanced force of C-5 cargo aircraft, Roll-on/Roll-off ships, Fast Deployment Logistic Ships (FDL), and a commercial airline fleet equipped with Boeing 747 passenger aircraft and the SST. This stable of new horses requires new thinking and new expertise on the part of military managers and planners.

A few examples will illustrate the potential of a balanced C-5 and RO/RO fleet:

One RO/RO ship can lift approximately one-fifth of an Armored Division. One day is required to load and one day to unload. This contrasts with the normal three to four days loading and unloading with conventional shipping and heavy lift gear. An entire Armored Division could be moved by a combination of five RO/RO ships and 40 Boeing 747 sorties. The unit could then become operational in Europe in about 10 to 14 days, allowing one day for loading, five days travel, one day for unloading, and three to seven days for further positioning. The unit could also be supported by four C-5A sorties per day from CONUS into forward airfields in Europe for all requirements except POL. Or, the entire Division, including its heavy tanks, could be moved by air from CONUS direct to final positioning sites in Europe with less than 650 C-5A sorties.

In either event, the cost of prepositioning, mentioned earlier, would be obviated and our responsiveness increased. In my opinion, the dollar tradeoffs to acquire a balanced sea and air fleet are justified, not only from the strategic viewpoint, but also from the standpoint of long run costs attributable to prepositioning, reception, staging, maintenance, inventory, and movement requirements in-theater.

The implementation of these new movement concepts represents a considerable investment for new equipment. These costs can be easily quantified. Less obvious, but equally significant, is that a delay in implementation can be more costly in the long run and even result in a complete loss of capability. Great strides have been made in cutting research and development time between concept formulation and production. The time lag between production and field implementation, however, remains about the same, with a tendency in recent years to be extended in order to accommodate fully the depreciation formulas on the old equipment. From a philosophical point of view, it should be kept in mind that the need to balance our capability to respond to threats to NATO is likely to be more pressing than extending the period of amortization of existing equipment.

We have good future prospects. We can expect, as time goes on, to better fulfill our NATO commitments to redeploy forces from the United States to Europe and to improve the speed with which we

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can do this if we invest in the development of concepts and the hardware to put them to use.

We should, in effect, be able to reduce real estate and attendant costs in overseas areas provided we improve our supply and movement capability.

The ultimate measure of the effectiveness of a transportation and logistics system is the combat readiness of the units that the system supports. We have adopted philosophies *requiring* the use speed communications and transportation to our sophisticated high cost deployed weap tems. We must adopt the companion philosop expenditures for assured, responsive, e transportation will actually enhance readi reducing the time required to deploy forces, reducing unproductive pipeline inventories a

REFORGER/CRESTED CAP MANEUVER SCHEDULED TO BEGIN THIS MONTH

Major U.S. military exercises, involving U.S. Army and U.S. Air Force units now dual-based in U.S. and Europe will be conducted in Europe in January and February. The exercises will evaluate and further develop techniques for the deployment of U.S. NATO forces to Europe.

The exercises will include about 12,000 U.S. Army troops and 3,500 U.S. Air Force personnel assigned to units redeployed to the U.S. last summer but retained under operational command of USCINCEUR.

These are the first in a projected series of annual exercises for those units and for some other units based in Germany. The January-February exercises are designed to maintain proficiency in operating procedures and to deal with special requirements pertaining to the European Theatre. Emphasis will be on orderly disposition of forces rather than speed of deployment.

The scheduling of these exercises at this early date was announced to NATO in Brussels on November 14, 1968, by Secretary of Defense Clifford as part of the proposed U.S. contribution to the increased readiness of NATO. The exercises had been planned for later in 1969.

All Army units deployed as part of the Army exercise, named REFORGER I, will return to their United States stations upon completion of the exercise.

The One Brigade of the 24th Infantry Division and associated elements now in Germany will not rotate as previously announced but will remain there. This will enhance the continuing readiness of the 24th Infantry Division primarily by reduction of frequent personnel shifts. An earlier concept that the brigades of the 24th Infantry Division would succeed each other on temporary duty in Germany has been revised.

The four F-4 squadrons in the Air Force exercise, named CRESTED CAP I, will remain temporarily in Europe to complete additional training before returning to their bases in the U.S.

Air Force units providing airlift for REFORGER I include:

60th Military Airlift Wing	Travis AFB, Calif.
62nd Military Airlift Wing	McChord AFB, Wash.
63rd Military Airlift Wing	Norton AFB, Cal
436th Military Airlift Wing	Dover AFB, Del.
437th Military Airlift Wing	Charleston AFB,
438th Military Airlift Wing	McGuire AFB, N

9th Tactical Fighter Squadron
Holloman AFB, N.M.
417th Tactical Fighter Squadron
Mountain Home AFB

The 7th, 8th and 9th Fighter Squadrons ar of the 49th Tactical Fighter Wing. The 417th Squadron is a unit of the 50th Tactical Fighter

Air Force units participating in CRESTE include:

7th Tactical Fighter Squadron
Holloman AFB, N.M
8th Tactical Fighter Squadron
Holloman AFB, N.M

Army units deploying from the U.S. FORGER I include:

24th Infantry Division (Mechanized)
less than a brigade now in Germany
Fort Riley, K
2nd Squadron, 3rd Armored Calvary Regiment
Fort Lewis,
Company D, 440th Signal Battalion
Fort Hood,
Headquarters and Headquarters Detachment,
36th Medical Battalion
Fort Hood,
5th Surgical Hospital
Fort Knox,
417th Ambulance Company
Fort Stewart
517th Medical Clearing Company
Fort Carson,
342nd Transportation Truck Company
Fort McClel
100th Transportation Truck Company
Fort Eustis,
Company D, 1st Composite Support Battalion
Fort Riley,

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sportation units in Europe are in high striving to give better service . . . The allenging as it appears, offers great e transportation professional."

MY TRANSPORTATION IN EUROPE SINCE OPERATION FRELOC

by

Brigadier General Herron N. Maples
Deputy Chief of Staff, Logistics
United States Army, Europe

al and relocation of the U.S. Line of tion from France in 1966-67, with its varehouses and stockage, have had a ct on the military transportation pattern oday. To gain a real measure and appre- iat change, it is essential to understand f the traffic system in USAREUR prior Relocation Line of Communication" . In 1966 the preponderance of troop go entered the French Atlantic ports. noved by rail to depots in both Eastern Germany at special low rates negotiated nch Railways. Military highway trans- was largely expended in moving cargo ench ports and nearby depots and ots in Eastern France and depots in st of the Rhine. Commissary and post ms primarily entered North Sea ports because of the lower delivered costs to the depots located near the higher consumption points in Germany. Off-shore procured items such as dairy products moved by rail from Denmark and the Netherlands into France and Germany. Obviously, the U.S. support traffic pattern fairly well covered Western Europe.

The implementation of the move from France in such a limited time consumed all the U.S. military highway capability and pressed commercial transport facilities, especially truck, to the limit. No other segment of our USAREUR logistic system has been put to such a test in recent years as was transportation during this critical period. That such volume was moved to meet near impossible deadlines is a real tribute to both the traffic managers who planned for and utilized the commercial transport available and the operators who implemented these plans.

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In retrospect, this vast move proved more a temporary shock than a permanent disability to the USAREUR transportation system.

Cargo that previously entered French ports today passes through Benelux-North German ports. Military highway units transferred from France now operate throughout Germany providing faster service at less cost to the U.S. taxpayer and contributing to greatly reduced gold flow. In order to better utilize this vast military highway capability, a Combined Highway Operating Center (CHOC) was established in July 1967. This agency, operating under the direct supervision of the Theater Army Commander until December 1968 and presently assigned to the U.S. Army Transportation Command Europe (TRANSCOMEUR), is vested with authority to commit all available line haul highway equipment in USAREUR outside local motor pools. All requests for line haul transportation submitted to transportation movement offices must first go to the CHOC. It is here that USAREUR officials assure themselves that maximum use is being made of USAREUR highway equipment before commercial transportation is purchased.

The effect of FRELOC on various modes of transport and post-FRELOC trends are depicted on charts 1-4.

Earlier, mention was made of TRANSCOMEUR, the newest of our USAREUR commands. This command was established in consonance with the new USAREUR logistics posture consistent with the

ABOUT THE AUTHOR

Brigadier General Herron N. Maples was born in Celina, Texas, September 7, 1918. He was graduated from Texas A&M College with a B.S. degree in 1940, and commissioned in the U.S. Army Reserve upon graduation. His first assignment was with the 12th Field Artillery Battalion, 2nd Infantry Division, at Fort Sam Houston, Texas. Serving with this division throughout World War II, he was stationed also at Camp McCoy, Wisconsin and Armagh, North Ireland prior to the division's participation in the invasion of, and five campaigns in, Europe. Following inactive status from January 1946 until August 1947, when he received a Regular Army commission, he was assigned to the U.S. Army Constabulary in Germany. He has since held a variety of assignments in the United States, Korea, the Philippine Islands and Europe, and has attended the Command and Staff Course at the Naval War College, the Armed Forces Staff College and the U.S. Army War College. Following an assignment as Chief, Production Center, Defense Intelligence Agency, Washington, D.C., from May 1963 to July 1966, he went to Europe where he was Assistant Division Commander, 24th Infantry Division until November 1967, and Deputy Commanding General, Seventh Army Support Command from November 1967 until August 1968. He was then assigned as Deputy Chief of Staff, Logistics, United States Army in Europe. He has been nominated for promotion to the temporary rank of brigadier general.

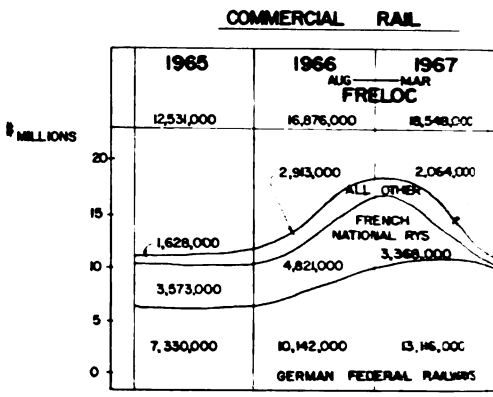

Chart 1

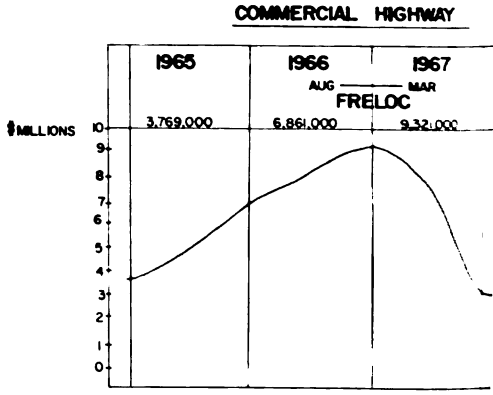

Chart 2

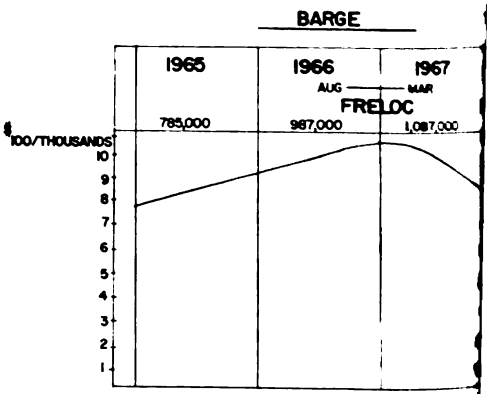

Chart 3

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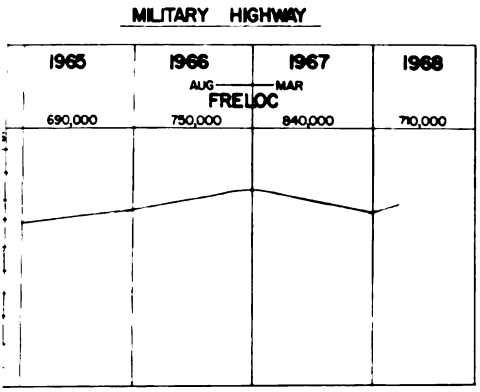

Chart 4

ASTA-70 study. TRANSCOMEUR inte-ormer transportation commands and agen-t those in U.S. Army Southern European e (SETAF) and Berlin, into one element. nmand and control for the military trans-n Central Europe have been both simpli-eamlined. Consistent with these improve-e increased use of containers. By the time ended, a thorough test had proven the of containerization. This improved mode nt is daily playing a greater role in trans-ffic. It has proven to be faster, more eco-is reduced port costs, and has practically loss and damage. Its phenomenal growth on chart 5.

do we use commercial containers, but d or leased containers are entering the increasing numbers. They offer great rst, they are used primarily on the new oll-Off" GTS *Admiral Callaghan*. This essel has set new records for short port l times; it presently makes a round trip yonne and Bremerhaven about every 20 speed of the *Callaghan* and the ease of Vs off and on have greatly improved ing the recent relocation of USAREUR ations in the United States, some 734 e POVs were diverted from foreign flag shipped on the *Callaghan* by MSTS with eimbursing the appropriate service de-us reducing gold flow by some $110,000. l of the *Callaghan* also makes it suitable rticularly when the mail is loaded into Army containers at inland points of origin. A recent supplement of Army containers has enabled USAREUR to keep some as "floaters" to be spotted and loaded between sailings of the *Callaghan* with both mail and other container compatible cargo.

Although containerization has proven to be an excellent mode for transoceanic cargo, complete reliance on it at the expense of abandoning our military ocean terminals would be unwise at this time. Some cargo cannot be put into containers and thus must still be moved by conventional modes. Moreover, containerization cannot be considered the ideal mode to support the theater until the containers are loaded to meet consignees' requirements. Further, it is imperative that the USAREUR traffic managers know in advance departure times from CONUS, container ETA's, destinations, and content. Until this vital information is transmitted in advance, traffic managers are at a loss in attaining maximum efficiency in their operations. The growing use of the container, the fast cargo vessel, and the advent of the C5A (Lockheed's galaxy transport jet) will pose a real challenge to the traffic manager of the future. The selection of the correct shipping mode or combination of modes will become more complex.

The best solution may thus lie in computerization. USAREUR currently uses computers in support of five traffic management information systems; *i.e.*, freight and passenger traffic analysis, intransit data analysis, personal property movements, and supply and transportation order-ship times (Transportation Evaluation Procedures-EURSTEP). These systems reduce and display data covering all U.S. military traffic in Central Europe in an effort to establish

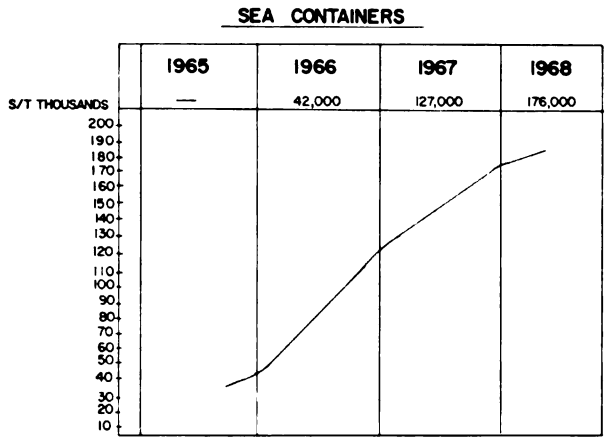

Chart 5

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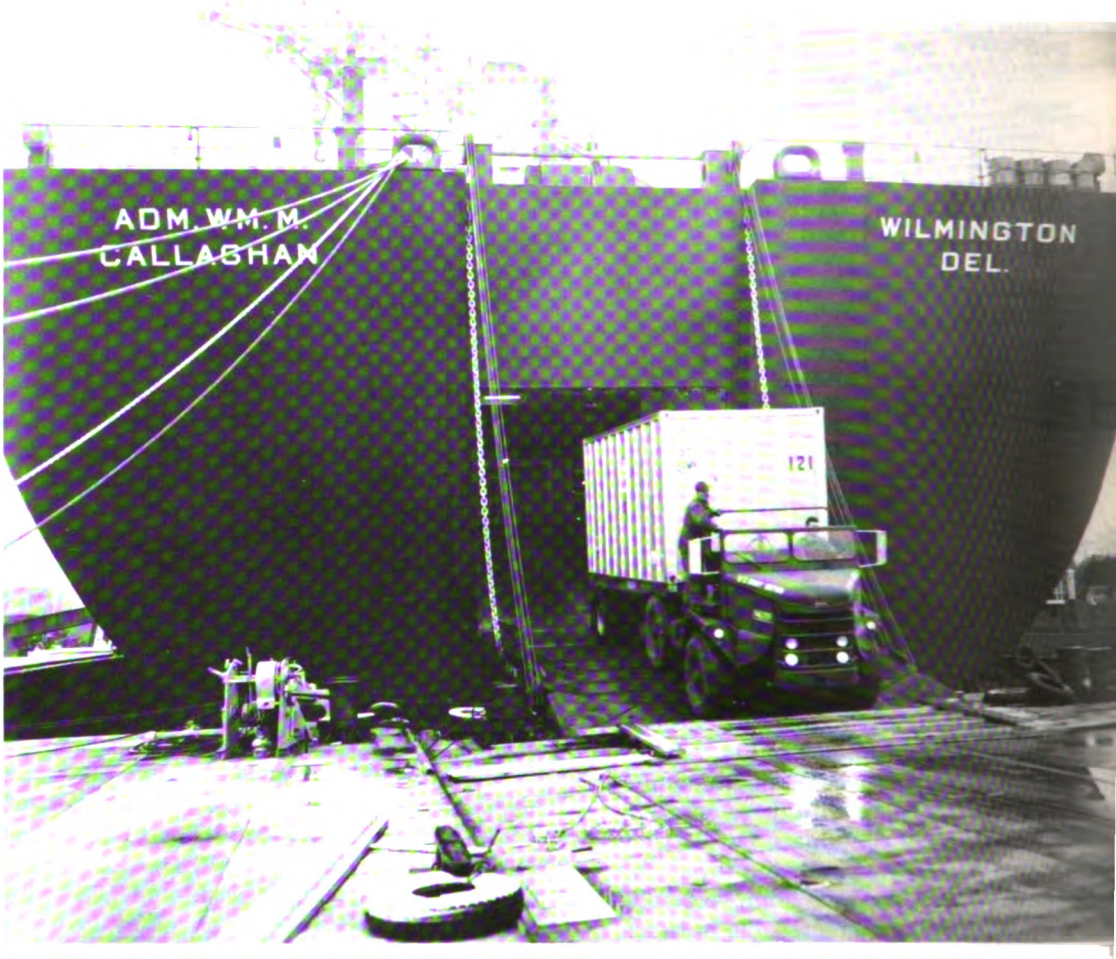

The Roll-On/Roll-Off GTS ADMIRAL CALLAGHAN has set new records for short port turn-around times. It makes a round t Bayonne, N.J. and Bremerhaven, Germany about every 20 days. The speed of the CALLAGHAN and the ease of driving vehicle have greatly improved service. It is suitable for moving mail, particularly when the mail is loaded into Army containers at inla origin. Much of the cargo moved by the CALLAGHAN is containerized, either in Army or leased containers.

optimum supply distribution patterns, routing and mode selection, use of military assets, and to evaluate the cost and timeliness of transportation services. It is planned that all will eventually be incorporated into the Army's new CS_3 automated movements management system, presently being developed by the Automatic Data Field Systems Command.

The U.S. Army, Europe, plans for a computer to be located at the TRANSCOMEUR to perform the basic movement control functions, weighing shipper offerings against current files of mode and network capabilities and issuing traffic releases to the mode, route, and time frame for each Allied subsystems will include highway fle port clearance, and control of shipments Management information afforded by th USAREUR systems will continue as by-

Since the completion of the complex move, the transportation units of Europe mained in high gear ever striving to g service under the most economical mea future, challenging as it appears, offers to the transportation professional.

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'atton's armored thrusts during World ghlighted the need for logistic mobility ual to tactical mobility.

[E TRANSPORTATION CHALLENGE OF COMBAT READINESS

by

Brigadier General Robert A. Berman, USAF
Deputy Chief of Staff, Materiel
United States Air Forces in Europe

g transportation support during peace-gency conditions, and general war." A big casual outside observer, maybe not; but to ho manage and operate USAFE's trans-esources, it is a vast, complex, and chal-, one requiring not only highly sophis- modern equipment but technically com- professionally dedicated airmen as well. s it so? Consider a transportation mission ng 21 different countries, utilization of of transport from pack donkeys in the s of the mid-East to air transport in the s beyond the Arctic Circle. Add to this nent to provide such support in the mini- that will assure "the right material and t the right place, at the right time, in a ition." To what purpose?—That of pro- ntaneous response to some of the world's ticated weapons systems.

outlines the transport challenge of the rce, Europe (USAFE) in its role as the d airlift manager for U.S. European (EUCOM), providing support to our ners as well as to ourselves.

The U.S. European Command has tasked USAFE with providing the airlift management and aerial port services for the entire theater including Norway, Denmark, United Kingdom, Germany, France, Benelux, Italy, Spain, Portugal, Libya, Malta, Crete, Greece, and Turkey. In addition, as the predominant user, USAFE is tasked to provide or arrange for surface transportation support, traffic management, and water terminals in all the above countries except Germany, Italy, France and Malta. USAFE is additionally tasked by HQ U.S. Air Force with airlift, traffic management and water terminal responsibilities in Pakistan.

To travel the perimeter of this geographic area of responsibility would cover some 12,600 miles. Within this geographic expanse, USAFE's peacetime operation includes 13 major water ports, aerial port liaison functions at five MAC operated air terminals, and base traffic management responsibility at 29 locations. Additionally, a USAFE force of 48 C-130 aircraft and an aerial port squadron provide intra-theater airlift support.

Management of USAFE transportation is centered in the Deputy Chief of Staff, Materiel, Headquarters

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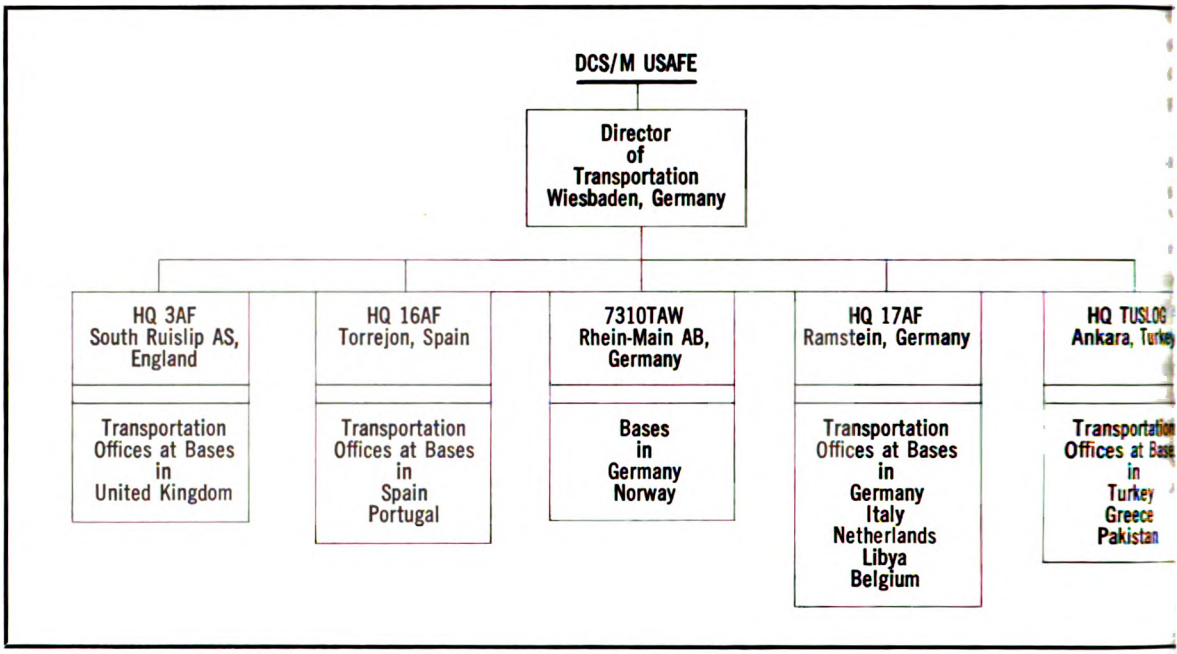

USAFE, Wiesbaden, Germany, and is administered through the organizational structure depicted in the accompanying organizational chart.

The USAFE transportation team is composed of general practitioners who have become specialists. As a general practitioner, every team member must be thoroughly knowledgeable of stateside transportation procedures and capabilities—that is where most logistical support originates—while, as a specialist, he must be versed in the detailed peculiarities of his area of operations. The "heart" of this team is the Base Transportation Officer whose "specialty" runs the gamut of indigenous transport to modern airlift. A classic example of this is found in the TUSLOG area. As previously mentioned, the use of donkey pack trains was a mode sometimes used. TUSLOG Tariff 5A-1 provides for this mode in support of communication sites in the mountainous regions of Turkey. The tariff ranges from $1.70 CWT in good weather to $4.00 CWT in inclement weather. TUSLOG also uses a variety of airlift from tactical airlift capable of operating into short and unimproved airstrips to the modern C-141 jet *Starlifter*. They also control a commercial charter ship operation providing sea transport service to Black Sea ports of Turkey.

In men, money, material and facilities, USAFE manages either directly or indirectly, resources equivalent to an annual dollar value in excess of $300 million. Our yearly budget of $13 million is administered directly from HQ USAFE. An inventory of some 13,000 vehicles carry out a multitude of tasks ranging from base support to supporting field training exercises and missions of mercy natural disasters. These military vehicles accu a total of 150 million miles every year.

Since FRELOC (the evacuation of U.S from France), the demand for intra-theater has increased sharply. The loss of our b France resulted in complicating our intra- supply and transport operations, requiring m and personnel to move much greater distances logistic support response times were not inc

ABOUT THE AUTHOR

Brigadier General Robert A. Berman, born at paign, Illinois July 5, 1918, was graduated from t Military Academy with a B.S. degree in 1942 a attended the Command and General Staff School Industrial College of the Armed Forces. A co pilot, he completed his initial pilot training at California in 1942 and four-engine transition tra Hendricks Field, Florida, in 1943. His World service included duty in the China-Burma-India a the 793rd Bombardment Squadron; Headquarte Bomber Command; and the 58th Bombardment Post World War II service included further duty 58th Bombardment Wing in Texas; various assi with Headquarters Eighth Air Force; and a wide of duties with Air Force Logistics Command, Comptroller of AFLC from November 19 June 1968.

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port was the only answer. To satisfy these
requirements without skyrocketing trans-
costs, USAFE transporters had to establish
and controls that would assure optimum
rlift. In addition to the availability of the
MAC service and use of the Special Air
of the Theater Tactical Airlift Fleet, the
nsportation Officer takes full advantage of
ne airlift." In other words, our transporters
e they know what is flying, and when and
is going—then they try to "hitch" a ride
aterial or personnel they have going in the
ction. This system gets things and people
y the fastest means available. And this
t is literally free.
tilization of opportune airlift has proven
e in the movement of NORS items (parts
o put non-operational equipment—includ-
ft—back into operational condition). To
RS items expeditiously, and to assure com-
erage of the air and surface potential,
major USAFE bases maintain a 24-hour
n-day week NORS operation. These pro-
ave paid off, both in dollars saved and in
enance of combat readiness.
support to satisfy intra-theater supply and
movement requirements is important, but
one of the USAFE transporter's missions.
USAFE, as an organization, has only one
pose for existence—that is to support
combat readiness posture in the European
To satisfy this basic requirement, all
personnel must constantly sharpen their
ough participation in various exercises;
must be tested under simulated war con-
d aircraft and supporting personnel must

prepare for airlift during a joint training exercise.

Modern ground handling operations incorporates a variety of specialized equipment, including this rough-terrain 10K forklift.

rapidly deploy to new operating locations. The transporter, whose wartime mission is vital to the success of any operation, must actively participate in all these exercises and games. While maintaining his skills as a manager and technician, he must be prepared for his wartime assignment.

As EUCOM's manager and provider of airlift, USAFE relies heavily on its tactical airlift. In addition to the support of our own Air Force and U.S. Naval units, tactical airlift is tasked to support U.S. ground forces whenever and wherever required. This tasking is to the brigade level or lower. The days of support lagging days behind operations are gone. General Patton's armored thrusts during World War II highlighted the necessity of having logistic mobility equal to tactical mobility. Since World War II, the technology of weapons systems has increased the mobility of the ground forces a hundred fold. The concept of air mobility through the use of the helicopter and tactical airlift has more than proven itself in Vietnam. This rapid mobility plus weapons which fire 50 to 100 times faster than those of World War II require voluminous amounts of support which *must* be delivered when needed. This is an age of logistics being tailored to operations rather than the operations being tailored to logistics. To accomplish this support, tactical airlift has developed a myriad of delivery systems to sustain its claim of "Anywhere, Anytime."

The USAFE transport team maintains and exercises its tactical airlift capability through the 5th Aerial Port Squadron of the 513th Tactical Airlift Wing located at Mildenhall, England. This unit is comprised of specialists in air assault and forward

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support. Through their loadmasters, traffic specialists, and combat control teams, they provide the capability to operate through unimproved air strips. They parachute in, establish air traffic control, and set up for close proximity extraction-air drop by LAPES (Low Altitude Parachute Extraction Systems), PLADS (Parachute Low Altitude Delivery Systems), or CDS (Container Delivery Systems). They can air land with rough terrain terminal equipment capable of instantaneous offload and delivery of supplies direct to the ground force on the front line. Similarly, they are capable of loading ground forces and delivering them to a destination miles away.

USAFE airlift has another mission of value in the forward area—that of aeromedical evacuation. The same aircraft that delivers supplies and equipment to the lines moves casualties out to hospitals in minutes. This capability is instrumental in greatly reducing the fatality rate by providing rapid movement to modern, well-equipped medical facilities. Aeromedical evacuation is practiced in each EUCOM exercise.

The USAFE transportation team has continuously proven that its capability encompasses many and varied applications as typified by their reaction to such natural disasters as earthquakes in Turkey and floods in Italy.

Ground handling support of cargo and pas
the less glamorous but vitally important fun
any airlift operation, is another responsibilit
USAFE transporter. The jet era has already
strated that efficient, modern, and responsive
handling systems are important if we are
pace with the improvements in design and e
of our modern-day air transports. The re
forces into the EUCOM area on short n
bolster NATO forces bears out the vital role
by ground handling support personnel to
clear the airfield of the seemingly fantastic
of people and material that make "rapid re
a reality to EUCOM and its components.

Thus the USAFE transport team memb
ates and maintains an efficient, effective
nomical intra-theater transport system un
tinually changing conditions. He maintains
bat ready posture—through frequent exer
through initiative, independent study, an
His record during the past twenty years b
with the Berlin Airlift and more recently
strated during FRELOC, the Middle Ea
Exercise Deep Furrow, Crested Cap, and
attests to his success in meeting the cha
support combat readiness in EUCOM.

Combat control teams provide navigational aids and markings during aerial delivery operations.

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points to the Sixth Fleet are constantly chang-
transportation system employed to move material
cement personnel must provide complete mobility.

NAVEUR TRANSPORTATION SINCE FRELOC

by

Captain Dale C. Reed, USN
Assistant Chief of Staff for Logistics
Commander in Chief U.S. Naval Forces, Europe

which disrupted many of the military nmunications in Europe had virtually no the Navy logistic system. Navy transpor- edicated primarily to the support of the and other fleet forces when assigned and same patterns today as before FRELOC. nmander in Chief, United States Naval ope (CINCUSNAVEUR) is one of three Commanders of the U.S. European Com-, as one of the three Fleet Commanders ider the Chief of Naval Operations he is for the logistic support of Naval forces pean area. His principal logistics officer, nt Chief of Staff for Logistics, heads the ivision. The logistics functions are varied e summed up as formulating logistics olicies; reviewing the logistics plans and other commands; reviewing and develop- requirements; exercising general super- NATO Infrastructure Programs, base oreign military rights; and general super- gistics matters including supply mainte- ir, salvage, medical and dental services, transportation and construction. Logistics operations are not a function of the Logistics Division but have been delegated to subordinate commanders. The organization of the Logistics Division is depicted in the accompanying diagram.

Except for strategically located POL and ammunition depots, there are no Navy depot complexes in Europe and material support comes direct from CONUS. The Navy shore activities are, for the most part, located near ports so that there are few land lines of communications. The material requirements for these activities are moved primarily by MSTS and MAC. The major transportation effort is, of course, that devoted to supplying and maintaining the Sixth Fleet.

The Sixth Fleet has no operating bases in the Mediterranean. About 50 percent of the time the Fleet is at sea engaged in training or exercises, and the other 50 percent of the time is spent in visits to approximately 100 ports bordering the Mediterranean. In a normal year, the Fleet makes two complete swings around its operating area, visiting the Eastern Mediterranean in the spring and fall and the West-

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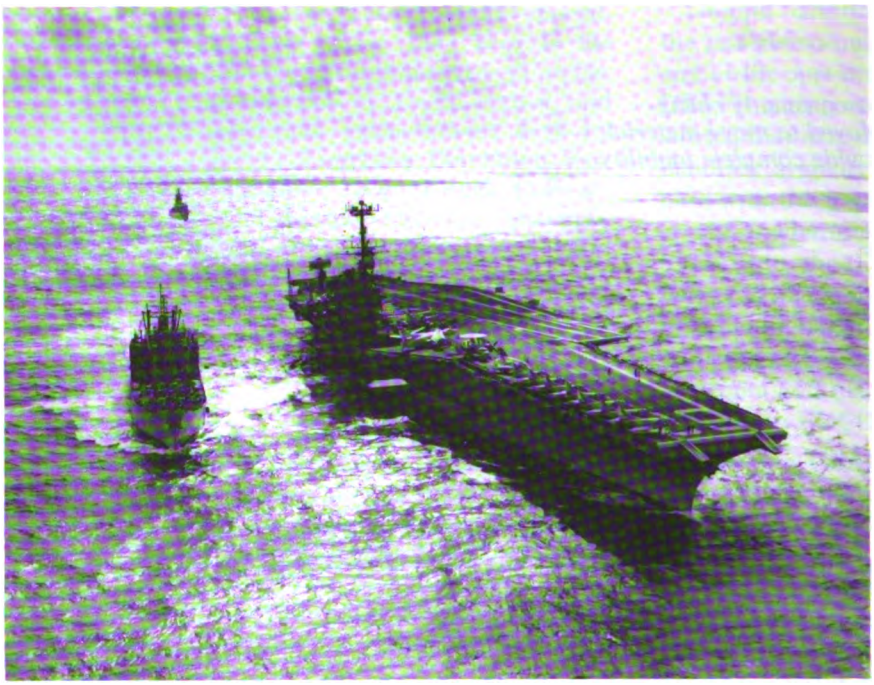

The U.S. Sixth Fleet, operat Mediterranean ports, is a t power for peace. Top pho the USS WRANGELL replen USS INDEPENDENCE. In th photo, a C1A COD arrive the USS INDEPENDENCE two vertical replenishm Knight helicopters prepare fer cargo to the USS IN ENCE.

ern Mediterranean in the summer and winte the delivery points to the Fleet are constantly ing and the transportation system employed signed to provide complete mobility, i.e., m and replacement personnel are moved to the while either in port or at sea.

The composition of the Fleet changes ever to six months with ships from the United replacing those in the Mediterranean. Befo ships leave CONUS they are "endurance l which enables them to operate for extended without being routinely replenished with s and provisions. The length of the period d upon the type of ship. In practice, the Fleet supplied regularly by underway refueling s plenishment maintaining a reserve endurance and allowing the Fleet to operate almost inde at sea. In wartime and periods of internation sion, warships cannot retire from their op areas at will to refuel and replenish for at su many ports might be militarily or politica tenable. Accordingly, the Sixth Fleet always ishes at sea, perfecting in peacetime a techniq would be essential in time of war.

Underway refueling and replenishment is plished by the Underway Replenishment (URG) of the Mobile Logistics Support (MLSF) coordinated by the Commander Force, Sixth Fleet. The MLSF is a collec auxiliary ships including repair ships and a of supply and provisions ships as well as These ships represent a "Floating base" de

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ISS MARIAS refuels the
and the USS AMERICA
. Center photo shows
IER refueling from the
MAW. Bottom picture
aerial view of the fast
SS SYLVANIA in the
sea using an H-46
elicopter to conduct
ical replenishment.

ort of the Sixth Fleet and tailored to its

frequently required items are, of course,
rcraft fuel which is carried by the Fleet
s). The combat ships rendezvous with
enever necessary and steam side by side
iler pumps the required types of fuel
es rigged to the combatant. Each tanker
f refueling two ships at a time. In addi-
riers and cruisers have the capability of
ccompanying smaller ships should the
When required, the oiler replenishes her
the in-theater POL depots.

replenishment of the Fleet for other
is carried out approximately monthly.
force rendezvous with the URG and
are rigged between the cargo booms of
ition, refrigerator and stores ships and
g stations on the combat ships. Stores,
ammunition and fleet freight are then

ABOUT THE AUTHOR

ale C. Reed is a graduate of the U. S. Naval ass of 1941. He had an extensive background efore reporting to his present duty as ACOS CINCUSNAVEUR. Some of his major duty include: CO of USS R. E. KRAUS (EDD- USS AMPHION (AR-13), Service Force c Fleet, two tours in the Office of Chief of tions, and Head of the Transportation Divi- of Naval Personnel.

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transferred by cargo nets. Like the oilers, each ship of the URG can replenish two combat ships at a time and can do so at night as well as by day.

In daylight hours, the underway replenishment is speeded up by a new technique called "Vertical Replenishment" in which supplies are simultaneously moved from ship to ship in cargo nets slung beneath helicopters. The newer supply ships like the *USS Sylvania* (AFS2) have helos based aboard for this purpose.

The resupply of the URG ships is direct from CONUS. The refrigerator or provisions ships (AF) rotate back and forth to CONUS on a monthly cycle. In addition to its provisions load; technical repair parts, general stores and fleet freight are loaded in the hatch squares of the AF for transfer to the other supply ships and ultimate distribution to the combatants. In some instances, fleet freight may be carried to ports in the area by MSTS shipping for pickup by the consignee or transfer by ships of the MLSF.

Emergency requirements, required items not carried by the MLSF, mail and passengers are normally supplied by air through the unscheduled Navy Organic Logistic Air Support Service. This service is under the management of Commander, Fleet Air Mediterranean who has been designated as the Naval Air Logistics Control Officer, Europe, Representative (NALCOEURREP). NALCO offices have been established at the Naval Station, Rota, and the Naval Air Facility, Naples. Both offices function as direct representatives of the NALCO-EURREP. The Rota NALCO office receives requests, schedules flights, confirms spaces for passengers, mail and cargo, functioning as the one activity responsible for accomplishment of these tasks. The Naples NALCO office assists the Rota office in the specific task of making deliveries to Sixth Fleet carriers.

The principal assets available to the NALCO-EURREP are the aircraft of Fleet Tactical Support Squadron 24 (VR-24) which has its primary terminals at Rota and Naples. The squadron has the capabilities for delivery of Fleet air cargo, passengers and mail to any airport in the Mediterranean and also directly aboard a carrier at sea using the C-1A and C-2A aircraft.

The normal channel for incoming air cargo and passengers for the Sixth Fleet is via Military Airlift Command to Rota. VR-24 then delivers this cargo, passengers and mail direct to ships operating in the Western Mediterranean. For ships operating in the Central and Eastern Mediterranean, the cargo, mail and passengers are airlifted to Naples for distribution by air and/or surface as necessary.

The C-1A and the newer C-2A aircraft are the backbone of the Fleet Logistic Air Service. These aircraft are known as Carrier-Onboard-D short title COD, and can land and take off catapult or assistance from carrier decks such provide Air Logistic Service delivery to the deployed Sixth Fleet. This ability t people and things directly at sea is a vital in sustaining fleet mobility. The additio C-2A aircraft with its longer range, increas and greater capacity represents a dramatic ment in COD techniques by providing i logistic support for deployed fleet units a ranges than were previously possible.

The Military Sea Transportation Servi

The Commander, Military Sea Trans Service is also a Fleet Commander under t of Naval Operations. Several significant ments occurring since FRELOC bear mea

Perhaps the most significant change i operations in support of military forces i since FRELOC results from the "contain sion." This period has been characterize disappearance of American Flag breakb from the North Atlantic Range and the sub of giant, fast container ships therefor. W through modal system commenced first on tinent, it has reached almost its zenith in th Kingdom where the support of U. S. Forces completely accomplished by containers to d shift to containerization has also changed th cance of many ports. The large fast contain most effective when it makes as few calls as It is a capital intensive industry and so are associated in the system. The juggling for f tion between ports is still in process but Rotterdam has taken on increased signifi to its proximity to markets and users. Th in the Mediteranean is just being felt becau lack of port facilities to accommodate ships. However, considerable support of U. in Spain is being accomplished by this mo

The closure of the Suez Canal, coming only a few months after FRELOC, has al impact on the sealift support of the Medi The closure has in effect made the Med a sac" for American Flag ship operators. longer economical for some companies t Med ports enroute to or from the Far Ea also reduced the opportune availability o controlled ships (nuclear, time charters. military sealift. Requirements are met pri commercial sealift, U.S. and foreign flag.

With the diminution of breakbulk sh Northern Europe, POVs became a proble there are some research projects on cont POVs, they essentially are not economica

continued on inside back cover

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ilitary Traffic Manage- Terminal Service has ded the Cost Reduction ition Certificate by the it of the Army for cost over $2.5 million. Major hn J. Lane, USA, Com- MTMTS, was presented which was signed by illiam C. Westmoreland, f of Staff.

mendation said MTMTS, interest in economical it which resulted in ited savings of $693 or the fiscal year with an total effect of $2518 or Fiscal Years 1968- e savings represent 220 d 362 percent, respec- assigned cost reduction vere a significant contri- he achievement of De- f the Army goals."

Westmoreland also told eral Lane in a letter eduction record attained rganization is one of member, both military n, can be justifiably I am confident that in 1969 you will not only t exceed this exemplary ."

★★★

hard E. Williamson, h Weather Squadron, Army Installation, Ger- been named Military and's (MAC) outstand- or 1968. A veteran of Air Force service, liamson will represent Air Force Association n Houston in March, present the command its during the coming

★★★

U. S. Interstate High- s completed, probably 70's, it will be 30 times the Great Wall of ill have used 1.8 mil- s of labor in construc-

★★★

Major General Woodrow W. Vaughan, USA, has been assigned Commanding General, U.S. Army Europe Communications Zone. General Vaughan, formerly Deputy Director of the Defense Supply Agency, will be succeeded by Major General Robert C. Kyser. General Vaughan has been with DSA

since 1966 and became Deputy Director in July, 1967. He previously served as Senior Logistics Advisor to the Republic of Korea Army and then took command of the U.S. Army Natick Laboratories in Massachusetts.

★★★

An Air Force Reserve aeromedical evacuation group will be formed at Scott Air Force Base, Ill., in July to be the redesignation of the 932nd Military Airlift Group. The first of its kind, the 932nd Aeromedical Airlift Group will utilize the C-9 *Nightingale* "flying hospital ward" and other equipment of the Scott-based 375th Aeromedical Airlift Wing.

★★★

A new railroad, the Permian Basin, expects to begin operations between Odessa and Seagraves in Texas, in early 1970. Officials of the new road say they will begin construction in the spring. The all-freight line will be 78 miles long. Construction costs will run about $9 million.

★★★

A joint Army-Air Force manual being written will standardize methods for loading Army equipment on the Military Airlift Command (MAC) C-141 *Starlifters*. The manual will be based on information obtained during recent loading tests at Altus Air Force Base, Okla. Loading tests were completed as part of a study requested by Strike Command at Mac Dill Air Force Base, Fla.

★★★

The Department of Transportation announced it has awarded a contract to Westinghouse Electric Corporation to study linear electric motors along with power distribution and conditioning for use in 200 mph-plus ground transport vehicles. Results of the study, which is due in July, will serve as guidelines in advanced transportation systems planning and the design of power collection and other power subsystems to be developed.

★★★

A land-bridge service between Europe and the Far East was scheduled to begin this month but due to the dock strike the initiation of the service is being postponed. The Land-Bridge Corporation announced the service will offer an alternative to the Panama Canal and other sea-going routes by sending containerized cargo across the United States by rail. U. S. ports for the service will be New York, Norfolk, Long Beach, and Seattle. London and Rotterdam would be the European ports, while the traffic will go into Yokohama and Hong Kong in the Far East.

★★★

Additional time has been granted for the submission of comments from the public and other interested parties on some of the pending proposals that would require automobile manufacturers to provide consumers with specific safety performance information. The Department of Transportation's Federal Highway Administration, which issued the consumer proposals in December, extended the deadline for com-

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ments 60 days from January to close of business March 10. The deadline has been extended on side impact protection for drivers and passengers in passenger compartments, field of view of the driver, steering ratio, flammability of materials in vehicle interiors, vehicle braking and acceleration and passing ability.

★★★

A 2.8 percent increase in the first quarter 1969 in railroad freight carloadings has been forecast by 13 Regional Shippers Advisory Boards in reports to the Car Service Division of the Association of American Railroads. In terms of ton-mileage, the nationwide forecast will represent an increase of about five percent over the first quarter of 1968, taking into account heavier loads per car and a longer average haul. Eleven of the regional boards predicted increases in the number of cars to be loaded while two boards estimated decreases compared to the same period of 1968.

★★★

The Air Transport Association reports 31 domestic and international airlines have inaugurated a computerized baggage tracing system. Known as Airlines Computer Tracing System (ACTS) the system is design to speed the recovery of misdirected baggage which cannot be located by the tracing methods of an airline within the first 72 hours after the loss is reported. ACTS replaces a semi-mechanized system, called Airline Baggage Recovery Clearing House (ARCH) which has been in operation since 1964.

★★★

The U. S. motor vehicle production for 1968 increased over 1.7 million units compared with the previous year. The Automobile Manufacturers Association reports in 1968 a total of 10.7 million units were produced, including 8.8 million cars and 1.9 million commercial vehicles. The totals for 1967 were 9.0 million units produced, with 7.4 million passengers cars and 1.6 million trucks and buses. The chairman of General Motors says 1969 production of new cars will not break the 1968 record level.

★★★

Colonel David B. O'Hara has been designated Editor-in-Chief of the European STARS AND STRIPES and is expected to assume his new post in June. Col. O'Hara is currently serving as Chief of the Community Relations Division, Office of Information, Office of the Secretary

of the Air Force. A veteran Public Affairs and Press Officer, Colonel O'Hara has earned the Legion of Merit, Distinguished Flying Cross, and the Air Medal with eleven clusters along with the Vietnam Service Ribbon with three battle stars.

★★★

Traffic on the St. Lawrence Seaway at the end of 1968 was running about five million tons ahead of 1967 and was expected to approach the record level of 1966, despite a three-week, mid-summer strike by Canadian Seaway workers. The Seaway Authority said tonnage through the month of November totaled 45.5 million. The 1966 record high was 49.3 million tons and the total for 1967 was 44 million tons. Due to the extreme weather conditions in December the final total for 1968 is expected to be delayed.

★★★

The U. S. Army Logisti
agement Center, Fort Lee,
soon begin publication
ARMY LOGISTICIAN, a
Army periodical. The new
zine will be published bi
under the sponsorship
Deputy Chief of Staff for L
Department of the Army
Commanding General, U. S
Material Command. The fi
is scheduled for May-Jun

★★★

**The Supplemental Airli
revenues of over $256 m
the first nine months of 19
resenting a 28.1 percent
over the corresponding p
1967. The National Air
Association (NACA) in
says total commercial
reached over $132 million.**

★★★

CALENDAR OF EV

Jan. 13-17: Highway
Board Annual Meeting
ington, D.C.

Jan. 13-17: Society of Au
Engineers, Detroit.

Jan. 14: Transportation As
of America Annual Be
Member Meeting, Chic

Jan. 15: National Trans
Institute of Transportat
ciation of America, Ch

Jan. 20-22: Aerospace
Meeting; American Ins
Astronautics, New Yor

Jan. 30: Traffic Club Meet
burgh.

Feb. 3-7: ASCE Water
Engineers Meeting, New

Feb. 10-13: Automotive A
Manufacturing of Amer
ing, Chicago.

Feb. 15: 4th Anniversary
tary Traffic Manage
Terminal Service, W
D.C.

Feb. 17-19: VTOL System
ence, Georgia Institute
nology, Atlanta.

Feb. 21: MTMTS A
Party, Ft. Myer, Va.

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ation in USEUCOM covers the
:trum from airplanes to mules—in
s—from the frozen arctic to
of the Sahara Desert.

RANSPORTATION: VITAL ELEMENT IN EUROPE'S DEFENSE POSTURE

by

Colonel Otis E. Winn, USAF
Chief, Transportation Division
Director of Logistics (J-4)
Headquarters U.S. European Command

ation moves people and provides the
e of communications and commodities
in the economic, political and social
ne free world. Transportation similarly
ie security needs of our country, be-
akes our worldwide military commit-
iible.

ast, military success has always de-
on the effectiveness of the transporta-
n, more often devised and integrated
to the start of hostilities, to move
nateriel into the combat theater and
m until victory is achieved.

e European Command have a passion-
in the viability of the transportation
SEUCOM has over 310,000 men and
he uniforms of our military services,
ur wives, children, and U. S. civilian
we are a community of nearly 750,-
cans in Europe. To quote General
urchinal, our Deputy Commander in
are here, with our allies, to interpose
edge of military combat power be-
peaceful pursuits of free peoples and
hat would deny their freedoms".

to understand our parochialism con-
nsportation when we point out that we will use more than a ton of supplies this year for every man, woman, and child who are a part of the U. S. defense establishment in Europe—over 760,000 tons arrived last year by surface means alone. Airlift for high priority and high-value items accounted for another 38,000-plus tons. We will consume over 16 million barrels of petroleum products keeping our 2,000 aircraft flying, our 120,000 combat administrative vehicles moving, and the more than sixty ships of the Sixth Fleet on the job in the Mediterranean.

In the course of a year, about 300,000 men in uniform and their dependents will go home by air and ship, and another 300,000 Americans will come to Europe from all parts of the globe to take their place. We, of course, are dependent upon the Military Airlift Command (MAC) and the Military Sea Transportation Service (MSTS) for the inter-theater or strategic movement of these men and materiel. The Military Traffic Management and Terminal Service (MTMTS), the third single manager transportation agency, provides us with essential ocean terminal support. Obviously, under combat consumption rates, all the figures I have used would be drastically increased, and I would hazard the assertion now that the scale and scope of our military

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operations will be governed by the ability of sea, air and surface transportation, including the mobility support forces, to support them.

In all major wars of the present century, the need for a viable transportation system was evident. Each mode, doing what it could do best, complimented the other. Railroads and ocean shipping have always played key strategic roles. Motor transportation had its beginning in World War I and continues to be a most essential mode, especially in the theater distribution formula. Air transportation, an infant in World War II, a toddler in Korea, and an adolescent in the Vietnam conflict, continues to improve and increase in capability at such a rapid rate that today it poses the real challenge to logisticians in general and transporters, in particular, to adjust or conceive new ways to reap the benefits of its inherent speed and flexibility.

Transportation management and operations in USEUCOM cover the entire spectrum from airplanes to mules, in that all methods and systems must be utilized to move the men and materiel to the point of intended use. We are confronted with a broad range of climatic and terrain conditions, from the frozen Arctic to the sands of the Sahara. At the same time, the countries within the geographic area of our command exhibit the absolute extremes in the degrees of sophistication of their transportation systems and management operations.

From FRELOC to the Czechoslovakian crisis, the transportation system of the European Command has been severely tested and has not been found wanting. For many, FRELOC, the relocation of U. S. forces from France, was seen as a fairly simple straight line projection in the movement of 813,000 tons of material and 69,000 people beginning with President DeGaulle's request in March of 1966 and ending, on s at the end of March 1967.

As indicated, tons of material and nu people are readily grouped and roughl visible symbols of accomplishment, but not begin to suggest the complexity, ma and scope of one of the most unique military operations of modern times. No provide a clue to the invisible tangle of ments, conditions, considerations, and tives that influenced the whole of the F operation from beginning to end.

Many agencies contributed to the co of the job. But, as with most tasks of thi it was the thousands of hard working d soldiers, sailors, airmen, and civilians as with the planning, movement, movement and receipt of the material who earned command the accolade, "a job well do magnitude of the tasks accomplished b portation elements of the command and nations are reflected in these statistics.

Of the 69,576 U. S. personnel mov France, 37,549 were dependents. Th moved a total of 813,276 tons of mate major portion of the effort fell to USA since they owned 90 percent of the supp material located at 357 separate installa France. USAFE had 84,825 tons of ma move. The problems facing USNAVEU persons and 196 tons of supplies and m located at facilities within a small, confi were modest by comparison.

The completion of the FRELOC mo marked the successful conclusion of th peacetime exercise of military, land, air, transportation management and operati

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which the defense establishment has ertaken and was certainly a sgnificant ır transportation capability to respond ɔncy actions.

ortation responsibilities in the USEU- the classical ones assigned by the Joint Staff to all unified commanders. We are that there is no duplication or overlap sibilities or functions within the com- mmands. We are to assign geographical esponsibility and assign operational re- ties to the component commander and locate the assigned common service ation capabilities.

USEUCOM, the Transportation Divi- signed to the Directorate of Logistics. EUCOM Transportation Management UTMA) provides overall management transportation resources, and insures artment of Defense shippers utilize urces with maximum economy and effi- obtain the stated objectives of the Policy guidance and management le at this level because total visibility rtation requirements and capabilities focus only at this level.

the USEUCOM, responsibilities for tion management and operations have

been delegated to the component commanders on both a geographic and functional basis.

As an example, CINCUSAFE has been assigned the responsibility for operating the theater airlift service to include designating, manning, equipping and operating the air terminals or aerial ports required to support the airlift activity. Control of the theater airlift is exercised through an Airlift Control Center (ALCC) established at HQ USAFE. Aerial port squadron activities in support of combined and joint, tactical and logistical airlift operations are provided by the 5th Aerial Port Squadron.

The flexibility of the theater military airlift system as demonstrated in FRELOC, disaster relief operations and during periods of heightened tension have reconfirmed the wisdom and necessity of centralized control of this mode.

Normally, both the inter-strategic and the theater (tactical) airlift systems are moving the high cost, sensitive, fragile, or urgently needed supplies and equipment required to support the deployed weapon systems of the Army, Navy, and Air Force. The things we would need to fight if required to do so tomorrow!

As pointed out by General Jack G. Merrell in the October issue of TRANSPORTATION PROCEEDINGS use of air transportation and high-speed communications systems has increased the value of Air Force spares in the pipelines and inventories. They have fallen from $9.5 to $8.5 billion in six years while the inventory of weapon systems supported have increased from $32 to$39 billion. The 600,000 people who annually move between the CONUS and Europe by air do so in an elapsed time of only one day. If these people came by ship, over three million man days would be lost to the defense establishment. Considering only the military involved, this equates to an additional fighter wing or an armored cavalry

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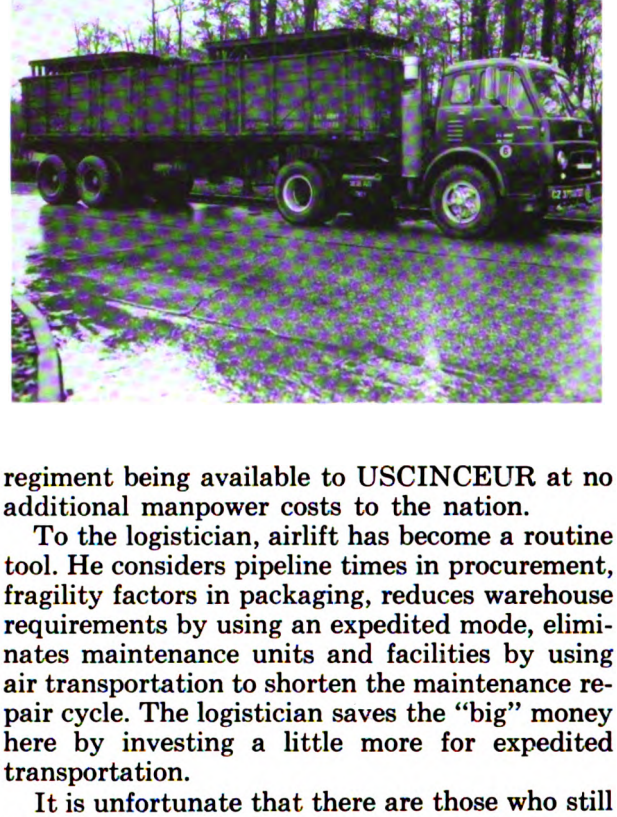

regiment being available to USCINCEUR at no additional manpower costs to the nation.

To the logistician, airlift has become a routine tool. He considers pipeline times in procurement, fragility factors in packaging, reduces warehouse requirements by using an expedited mode, eliminates maintenance units and facilities by using air transportation to shorten the maintenance repair cycle. The logistician saves the "big" money here by investing a little more for expedited transportation.

It is unfortunate that there are those who still wish to measure the effectiveness of the air transportation system by how full the aircraft is on each flight—forgetting, that in the total economic assessment that warranted the use of airlift, full aircraft loads of either people or equipment were never a factor in the formula which proved the economic feasibility. The true measure of the effectiveness of a transportation system is the degree of combat readiness of the forces supported by that system.

CINCUSAREUR has been given the primary responsibility for managing and operating the Military Land Transportation Service—the "long haul"—surface transportation system in Central Europe.

The primary element of this common-service military land transportation service is the U. S. Army Transportation Command of U. S. Communication Zone, Europe.

The 37th Transportation Highway Group is the line-haul highway operator for Central Europe. It consists of 18 truck companies and approximately 1,200 tractors, 2,400 trailers, and 100 other trucks of various types. The group has the mission of line-haul transportation in support of Seventh Army and other USAFE and USAREUR units in Germany.

At the outset of FRELOC, the gro
spread out entirely across France and i
many, north to Bremerhaven. As FREL
gressed, units were withdrawn from
France and moved into Eastern France t
in the task. Capability was applied against
Navy or Air Force requirements based
theater priorities and considering which
was best suited to the task. This actio
demonstrated both the flexibility of the
portation system and the advantage of
ized control of a common-service system.

Statistically, the 37th Group made 24.0
drove 162 million ton miles, carried 230,00
tons, maintained a tractor-trailer availab
89.5 percent against a norm of 75 perce
ered its accident rate 36 percent, and
its ton mile cost from 1.7 to 1.4 cents.
commendable achievement under the
stances.

The use of the 37th Transportation Gr
approximately 23 percent of the total
ment constituted the single most importa
flow and dollar saving during FRELOC.

To overcome the problem of congested
highways and city streets, the 37th
adopted the practice that maximum
would be done at night. The 37th Group
held "reveille at sundown" during FRE

The military transportation system d
have in peacetime and will not have in w
the capability to move all the Departm
Defense sponsored cargo. We are now and
dependent upon the host nation transp
system for augmentation. Utter chaos w
sult from all users demanding support f
host nations. To prevent this, one comp
assigned the responsibility within each co
deal with that country for transportation

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U. S. GOVERNMENT PRINTING OFFI

eacetime, commercial rail, because of its
ıt capabilities and cost favorability for the
ıovement of bulk and oversize cargoes, and
ıomogeneous tonnages, moves 66 percent
total requirements.
mercial highway supplements our military
y system and moves approximately three
of our tonnages.
ıd waterways, despite the inflexibility as-
l with their route structures and their
exclusive adaptation to carriage of bulk
, are used considerably and contributed
short tons to FRELOC movements.
ı area basis, CINCUSAREUR, CINCUS-
JR, and CINCUSAFE have been assigned
functions within a geographical area on a
ant user" concept. Water terminal serv-
e an example. Component commanders
or arrange for water terminal services
heir assigned areas for all DOD users.
eration FRELOC, transportation profes-
accomplished what many believed to be
ossible in relocating nearly a million tons
ies, equipment, and household goods from
Literally, a mountain was moved, and
was accomplished without any signifi-
gradation of tactical and service trans-
n support to U. S. Forces in Europe.
rically, in the early stages of conflict,
of movement has been essentially with-
dination and direction and has resulted
ssignment of movement priority one to
rge portion of the traffic as to be virtually

ABOUT THE AUTHOR

l Otis E. Winn entered the Army at West Point, k in October 1942 and was graduated from the aster Officer Candidate School in April 1943. Vorld War II he served as an operations officer in QM Depot Supply Company (Airborne) with the Airborne Army and later commanded the 3rd o Resupply Squadron which accomplished the resupply of airborne forces during the inva- France, Holland, Germany and at Bastogne. e activated the 1st Aerial Port Squadron which d to air drop thousands of tons of supplies and t necessary to build the Dew Line and Green- Cap radar sites. He has since served as Deputy c, 322nd Air Division in Europe; Chief of the sportation Branch, Air Force Logistics Com- Chief of the Missile Transportation Planning d, prior to his present assignment, Chief of ation, United States Strike Command. He is a f Tampa University, the USAF Tactical School, nand and Staff College, USAF Logistics Man- Course, Aerospace Operations Course and Air ge.

without effect. To preclude this problem in a European emergency, the USEUCOM Joint Transportation Board has been established and will exercise directive authority over movements and priorities.

It has been said that great advancements in military logistics have historically, and of necessity, been preceded by giant forward strides in transportation. The dual-based concept recently recognized and implemented for some NATO assigned forces gives them two home stations—one in the CONUS and one in Europe. This concept is absolutely dependent upon a fast, flexible, reliable transportation system for success and recognizes the giant strides made in air transportation in recent years.

Responsiveness in the integrated transportation system is unequivocally essential to the maintenance of our defense posture in Europe.

NAVEUR TRANSPORTATION SINCE FRELOC

(concluded from page 22)

a container. Hence when the new GTS (gas turbine ship) USNS ADM WM. CALLAGHAN was completed in late 1967, she was placed on the Philadelphia (now New York) to Bremerhaven run. This amazing roll-on-/roll-off ship which set a speed record for cargo ships in the North Atlantic this spring, normally lifts up to 1,000 POVs, military vehicles and 125 seavans on chassis on each leg of her voyage making a round turn every 16 days.

Surface mail now goes solely in containers; it is always booked to the ship which will reach its destination first. This has greatly increased the reliability of service and decreased the time and loss due to pilferage and damage. Indeed all users of containers, regardless of the commodity, are experiencing the same benefits.

FRELOC required the MSTS organization to locate and use on short notice such relatively untried resources as coasting vessels and ferries. COMSTSELM was so pleased with the performance of this "short sea" craft that they are now used frequently to do the many small jobs for which more expensive larger ships are unsuited.

As with cargo, on the passenger side of the picture we have seen virtually all but one U. S. Flag liner leave the North Atlantic and Med to more economic and faster modes of transport and it is unlikely that any substituted sealift for passengers will enter the scene unless it be in the form of large surface effect ships still on the drawing boards.

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MEMO: *April in Brussels* -a must for 1969

Sixth Annual Transportation Forum sponsored by NDIA's European Ch

Transportation Proceedings will be there.

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HE UNITED STATES COAST GUARD: AMERICA'S MARITIME LAW ENFORCEMENT AGENCY

by Admiral Willard J. Smith

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April 1969

VOL. III No. 3

Transportation Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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FEATURES

THE UNITED STATES COAST GUARD: AMERICA'S MARITIME LAW ENFORCEMENT AGENCY
Admiral Willard J. Smith, USCG .....

THE U.S. ARMY TRANSPORTATION SCHOOL
Major General William N. Redling, USA .....

ELIMINATION OF TRANSPORTATION BARRIERS
Colonel Norman S. Gold, USA .....

BUILDING A FOUNDATION FOR MANAGEMENT
Colonel Joseph J. Kennedy, USAF .....

THAT'S THE WAY THE COW FLIES
A Special Report .....

DEPARTMENTS

Newsreview .....

Calendar of Events .....

Facts and Figures .....

TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic and Terminal Service (MTMTS), a single-manager transportation agency under of the Army. Its purpose is to provide timely and authoritative information on p operations and technical developments in the Defense Transportation field. encouraged to submit articles, featurettes, photographs and art work. Opini by contributors do not necessarily reflect the official viewpoint of the Depar Army or MTMTS. Address contributions and correspondence to: Editor, TRAN PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution is based ments submitted on DA Form 12–4 to U.S. Army AG Publications Center, Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 annually to APO addresses, $4.25 to foreign addresses through the Superintendent of Docum ment Printing Office, Washington, D.C. 20402. Single copy 30¢. Unless otherw material may be reprinted provided credit is given to TRANSPORTATION P and the author. Use of funds for this publication approved by Headquarters, D the Army, 4 May 1966.

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NATO's First 20 Years

The North Atlantic Treaty Organization (NATO) celebrates its 20th anniversary this year still dedicated to the goals affirmed when it was born.

In the North Atlantic Treaty, the NATO member nations stated that they were "determined to safeguard the freedom, common heritage and civilization of their peoples, founded on the principles of democracy, individual liberty and the rule of law."

The nations further said they sought "to promote stability and well-being in the North Atlantic Area" and resolved "to unite their efforts for collective defense and for the preservation of peace and security."

This resolve has continued undiminished since the treaty was signed in Washington, D.C., on April 4, 1949.

Briefly stated, two fundamental principles support the goals established by the member nations:

- The safety and freedom of Western Europe are vital to the interests of North America.
- The United States commitment to Western Europe, backed by its nuclear and conventional military power, is essential to the freedom and safety of its Atlantic Allies.

Twelve nations initially signed the North Atlantic Treaty: Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, Netherlands, Norway, Portugal, United Kingdom and the United States. Greece and Turkey signed the treaty in 1952, and the Federal Republic of Germany joined in 1955, making the current total of 15 member nations.

The treaty established the North Atlantic Council as the highest authority of the Atlantic Alliance, and NATO was set up as an intergovernmental body to implement the treaty.

In the council, member nations have equal status, and all decisions are made unanimously. This council exercises control over the Military Committee, which is the highest military authority within the alliance.

This Military Committee is composed of a chief-of-staff of each member country except France. Iceland, which has no military forces, may be represented by a civilian. The committee's primary aim — to deter any potential aggressor from launching an attack — has been achieved and peace has been safeguarded in Europe by restoring the balance of forces between East and West. (ANF)

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The United States Coast Guard: America Maritime Law Enforcement Agency

by

Admiral Willard J. Smith
Commandant, United States Coast Guard

Since its founding in 1790, the Coast Guard has been the Nation's maritime law enforcement agency —an armed force that in peacetime provides vital public services and in time of war supplements the U.S. Navy.

The principal U.S. agency for promoting safety at sea, the Coast Guard maintains an extensive program designed to prevent maritime disasters and to provide effective search and rescue operations when trouble does occur. The Coast Guard-developed AMVER system utilizes computers to track the daily positions of thousands of m vessels so that within minutes after receip distress call the nearest merchant vessels diverted to offer early assistance.

To provide the world's safest merchant the Coast Guard enforces rigid standards construction and manning of all U.S. vessels to the inspection laws. Each year about inspections, certifications and drydock exami are conducted.

The ships, aircraft and small boats of the

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e of the fast changing fields in a fast ng world is transportation of hazardous als. As the regulatory agency for safety of maritime commerce, the Coast is vitally concerned with keeping its g and actions in tune with the times."

earch and rescue division annually respond than 40,000 calls for assistance on the high l on the navigable waters of the United An average of 3,000 lives are saved each year stance is rendered to vessels valued at well billion.

7, the Coast Guard assumed full responsi- the national icebreaker fleet. In domestic oast Guard breakers open iceblocked chan- ports for commerce. And in the Arctic and its icebreakers are indispensable to na- entific expeditions. The Coast Guard also s an ice patrol established after the tragic e *Titanic* in 1912 in the North Atlantic to ipping from the menace of icebergs. Since l was established not a single life has been collisions with icebergs in the area.

nan eight million small boats ply our domes- and their number increases at the rate of eek. The fatality rate from accidents runs deaths per 100,000 boats; property damage million a year. The Department of Trans- is expanding the boating safety education cement program conducted by the Coast d its volunteer arm, the Coast Guard to reach a larger segment of the pleasure ublic.

uard activity is being stepped up in the ohic research program, seeking to develop ous potential of the ocean depths as a food, minerals, energy, and scientific

elief, care for the victims of shipwreck, t in the design and operation of maritime vessels, protection of our shores from oil regulation of dangerous cargo, licensing personnel, investigation and review of ualties and operation of the Great Lakes dministration are some of the day-to-day ties of the Coast Guard. Six ocean sta- large Coast Guard cutters in the North d two in the Pacific—provide weather information, assist in search and rescue furnish navigational assistance to air

THE AUTHOR

Admiral Willard J. Smith was graduated from the U.S. Coast Guard Academy in May 1933 and completed the flying training program at the Naval Air Station, Pensacola, Fla., in June 1940. His first assignment as a line officer was aboard the Coast Guard cutter SARANAC, based at Galveston, and his first assignment with the aviation branch was in connection with the construction and commissioning of the Coast Guard Air Station at San Francisco. While based at that station his flight missions included several aerial surveys in Alaska. He received a Letter of Commendation from the Commandant of the Coast Guard for landing a PBY in open sea 200 miles southwest of San Francisco in February 1943 to remove an officer from a naval vessel to a naval hospital in time to save the patient's life.

Post-World War II assignments included attendance at the Armed Forces Staff College and the Aids to Navigation School; Commanding Officer of the Coast Guard Depot on Guam and Commander, Western Pacific Section and Marianas Section; Commanding Officer of the icebreaker MACKINAW in the Great Lakes Chief, Administrative Management Division, Coast Guard Headquarters; Commandant of Cadets, Coast Guard Academy; Chief, Operations Division, 13th Coast Guard District, Seattle; Superintendent, U.S. Coast Guard Academy; Commander, 9th Coast Guard District, Cleveland; and, since June 1966, Commandant of the U.S. Coast Guard.

Admiral Smith was awarded the Legion of Merit for his services at the Coast Guard Academy and the Distinguished Service Medal for meritorious achievement in assisting in the formation of the Department of Transportation which includes the Coast Guard.

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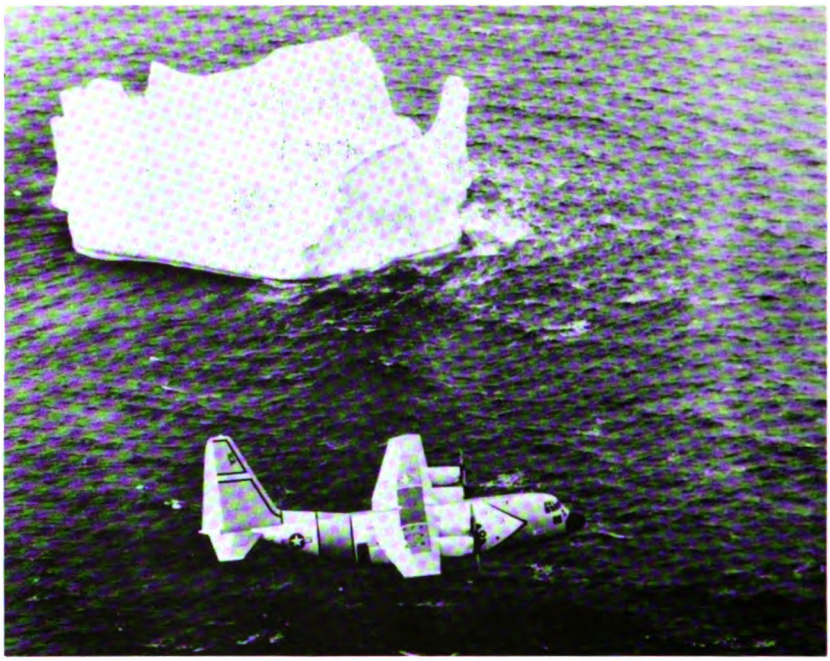

Coast Guard HC-130-B ice patrol
from Argentia, Newfoundland, tra
massive iceberg sighted along the
Banks near Newfoundland. The ob
an officer trained in determining th
speed and direction of icebergs,
the "berg" through powerful bin
and enters the sighting and distan
culations taken by radar in his log
his entry will be checked against the
position obtained by the navigator
the flight. From this data the loca
the iceberg can be accurately dete
and charted back at the Internatio
Patrol Headquarters in Argentia.

and marine traffic, and help collect oceanographic data. Additionally, the Coast Guard operates rescue vessels, rescue aircraft, lifeboat stations and coastal radio installations. It establishes and maintains all maritime navigation aids—lighthouses, lightships, buoys, and various electronic aids.

In recent years, both Coast Guard ships and men have been actively engaged in U.S. Navy operations in Vietnam.

Within DoT, mutual assistance agreements are being worked out between FAA and the Coast Guard to insure field coordination of their combined facilities and services in time of regional emergencies. The St. Lawrence Seaway Development Corporation operates aids to navigation under the supervision of the Coast Guard. The FAA and Coast Guard cooperate closely in aids to air navigation as well as in developing search and rescue procedures for aircraft in distress. And the Coast Guard shares its years of experience in safety regulation and enforcement with the other operating administrations of the Department.

Regulating Bulk Dangerous Cargoes

One of the fast changing fields in a fast changing world is transportation of hazardous materials. As the federal regulatory agency for safety aspects of maritime commerce, the Coast Guard is vitally concerned with keeping its thinking and actions in tune with the times. Nowhere is this more challenging than in establishing effective safety standards for transporting bulk dangerous cargoes by ship and barge—both nationally and internationally
cause is threefold. First, the chemical indu
an extremely dynamic segment of our econom
it is producing rapidly increasing quantities
tremely diverse commodities for water shi
The volume growth is illustrated by Figure
paring chemical production with petroleum p
tion (which is representative of general ind
growth) and with our so-called "exploding" p
tion. The diversity of chemical products in
transportation is illustrated by some repres
materials now being shipped: extremely cold
hydrogen at —423°F, unstable ethylene oxi
molten sulfur at +270°F, toxic acryl
violently water reactive aluminum alkyls,
flammable liquid methane, etcetera.

The second element of change in bulk da
cargo transportation is the rapid advance in
technology. Cargo tanks are no longer con
conventional steel boxes but now range fro
flexible membranes to rubber bags, and from
where a relatively few tanks are designed
integral part of the vessel to a honeycomb
modules in container ships. Inert gas ge
remote control of cargo transfer, cargo refri
and heating machinery, higher personnel
requirements, and collosal ships and barge
all part of today's new water transportation
which is making historical procedures ina
and often obsolete. It is certainly no longer
characterize the marine industry as slow
and tradition-bound. The change is somethi

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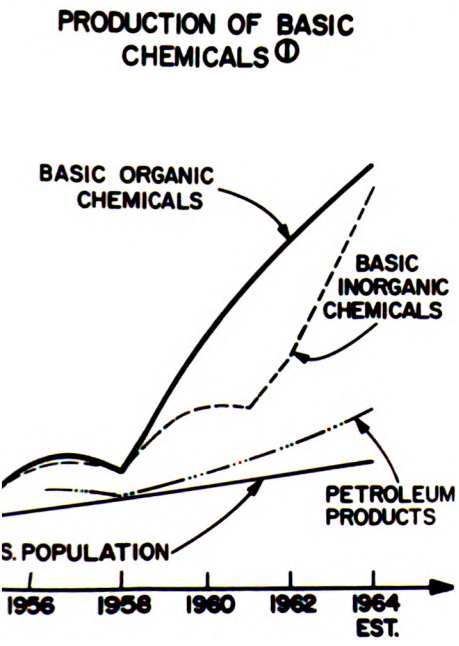
phosis and we can expect some very pro-
anges in the near future—stimulated by the
onalization of commerce and the great
ir economies in intermodal transportation.
ird important element of change is popula-
jected increases in the number of people
.S. and the world are truly awe-inspiring,
possible to comprehend. Effects are being
l areas and this includes water transporta-
iously, more people means more congestion
round waterways which, in turn, increases
ibility of accidents involving dangerous
nd the potential seriousness of their effects.
ously, however, more people means much
ncern with the conservation of our water
esources. Each link in the transportation
anufacturer, carrier, user, regulator—must
he interests of others and understand the
nature of these interests. Pollution to the
dustry has traditionally meant oil but now
ssary to understand the consequences of
g any material into the air or water.
n of population growth has led the Coast
a number of considerations and actions
dangerous cargo transportation—higher
sign standards, increased attention to
facilities, studies of improved navigation
nd traffic control, development of con-
lans for dealing with pollution accidents,

ture of change in dangerous cargo trans-
indicates why the Coast Guard finds its
duties in this area so challenging and
. The challenge becomes even greater



Coast Guard Marine Inspector and the ship's officer test controls for closing all water and fire safe doors on board the Grace Line's S.S. SANTA PAULA. This is part of a routine quarterly inspection which includes tests of crew competence and the quality of safety equipment to insure protection of life and property on the high seas. All American merchant ships are subject to Coast Guard inspection from the approval of the blueprints, throughout the construction and career of the ship on to the graveyard.

when you consider our regulatory philosophy. We believe very strongly in a preventive approach rather than a corrective approach to safety and we expend considerable effort in predicting hazards without waiting for them to become casualty statistics. Of course, we study the past for its lessons, too, but constantly changing cargoes and conditions as well as the potential magnitude of casualties involving modern chemicals make statistical studies only one of the tools to be applied. We can't afford even one more Texas City disaster (560 killed, 3000 injured) or *Sulphur Queen* (15,260 tons of molten sulfur, 39 men lost) or chlorine barge sinking (80,000 people endangered, over $3 million cost) if advance thinking and analysis can prevent it. While it is impossible to anticipate all of the casualties which might occur with widely varying modern dangerous cargoes, we believe that much can be done by developing principles and fundamentals which can be used to evaluate and compare the hazards of commodities as they are proposed for bulk shipment.

Thus, "hazard evaluation" is a major element of the Coast Guard's regulation of bulk dangerous cargo transportation. From a professional discipline standpoint, we believe that chemical engineering is the most appropriate training for dealing with cargo safety and we have a growing staff of such people in our Hazardous Materials Division. However, the subject is much too complex for any one group and we make extensive use of outside groups and individuals to develop a proper understanding of

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dangerous cargo properties and hazards and to develop regulations which are effective and technically sound. Examples of some of our current activities will illustrate this *modus operandi.*

At our March 1969 Public Hearing, major new proposed regulations ("Subchapter O") for transporting bulk chemicals in barges were presented to the public for comment. These regulations were developed as a joint industry-Coast Guard project through one of our industry advisory groups, the Chemical Transportation Advisory Panel. This procedure permitted widespread participation by the chemical and marine industries who provided important inputs on commercial conditions, practices, and problems. In this work, a fundamental system of cargo hazard evaluation was used which was developed by another Coast Guard advisory group —the NAS-USCG Advisory Committee on Hazardous Materials under the National Research Council (assisted by the Advisory Center on Toxicology). Coast Guard technical personnel managed the entire project and made major technical inputs. The approach was to develop regulations for new types of highly diversified cargoes on the basis of evaluating their hazards to operating personnel and the public in transportation under modern conditions without waiting for casualties to occur (modern conditions required proper consideration of water and air pollution, personnel training and kn and cargo compatibility). This is a pi effort which I believe can serve as a model preventive approach to safety in which variety of talent from industry, governme the academic world is brought to bear on a subject in a cooperative atmosphere. F work is now underway, using the same appr develop regulations for bulk dangerous carg port in tankers and container ships whe quantities, vessel configurations, and perso posures are different.

The preventive approach and hazard ev has also been introduced into international by the Coast Guard. Our personnel repre United States in a number of capacities Intergovernmental Maritime Consultative O tion (IMCO) and were responsible for current energetic work on the develop international standards for bulk chemical International maritime safety work has his been very slow and has taken the correc proach (*i.e.*, work initiated on the basis casualties). Therefore, it is most pleasin such work now greatly accelerated and ta preventive approach—with the Coast Gu viding policy and technical leadership. I certainly do not want to imply that ou

A Coast Guard amphibious helicopter picks up 13 Cuban refugees from two crudely-made craft in the Straits of Flo

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The 82-foot Coast Guard Cutter POINT LEAGUE stands off watching the burning 100-foot Viet Cong trawler that the cutter forced agrounds near BaDong, South Vietnam, during several hours of gun battle to keep the enemy from entering the Co Chien River. Fire began on the trawler at 6:15 a.m. and was extinguished by 2 p.m. by Coast Guard and Vietnamese crews. Salvage crews removed about 250 tons of arms and supplies which the trawler attempted to infiltrate to Viet Cong ground forces.

ation colleagues are deficient in technical nergy. Now that the new course is set, oing some really outstanding technical field of hazard evaluation, including for e complex problem of determining the ermissible amounts of dangerous cargo ntering ports.

ct of dangerous cargo safety that is uch Coast Guard attention now is pollu-ion. Pollution in maritime circles has meant oil pollution and the *Torrey* ualty dramatized the great need for techniques for controlling massive oil ever, it also has stimulated thinking on it has concerned the Coast Guard for a years—releases of chemicals which are to humans and aquatic life in water water pollutants) or which can create ds of lethal or explosive vapors (*i.e.*, llutants). There is little possibility of such releases after they occur so the on prevention. The previously men-d evaluation guide developed for the l by the NAS-USCG Advisory Com-Hazardous Materials was a pioneering uate water pollution hazards of chemicals in terms of human toxicity, aquatic toxicity, and esthetic effects. This has guided the development of regulations requiring structural features for ships and barges consistent with the degree of hazards on release. However, it is evident that a better understanding of the behavior of cargoes with high pollution hazard potential is needed to permit a better evaluation of releases of cargoes other than persistent oils. As a result, R & D studies are being initiated on subjects such as massive spills of liquefied natural gas (LNG) and chlorine, prediction techniques for downstream travel of soluble toxic cargoes, distribution and dissipation of toxic vapors discharged from cargo tank vents, forecasts of chemical transportation by water and associated disaster potential, etcetera. Preventive measures can take many forms but they must be based on a sound understanding of the hazard whose control is sought. We believe these and similar studies will provide that understanding.

In conclusion, the Coast Guard is finding the regulation of bulk dangerous cargo transportation a very dynamic activity which is presenting many challenging technical problems in a fast changing world. We cannot relax our efforts to establish practical and effective safety standards.

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Military transportation educ
training enlarges the tran
officer's perspective and co
the vital areas of his p
movements planning, traffic ma
and mode of transport o

The U.S. Army Transportation School

A Merger of Military Transportation Planning and Automatic Data Processing Systems

by

Major General William N. Redling, USA
Commandant, U.S. Army Transportation School

General Westmoreland, in an address before members of the Association of the United States Army on October 29, 1968, stated several objectives he hoped to achieve as Chief of Staff of the Army. One of these objectives is of significant interest to school commandants. He said, "I intend to build further on the capabilities of our excellent Army school system in order that we may take full advantage of what we have learned in Vietnam—and elsewhere—in order that we may take even greater advantage of our schools in continuing to prepare for future challenges . . . these schools have paid us many dividends—a fact recognized worldwide."

It has long been axiomatic that the mission of Army training is to attain and maintain the Army at a state of operational effectiveness. This readiness for action assures a capability of closing with and destroying the enemy through prompt tained combat operations. Behind this mi the ever-present requirement for a respon mobile transportation capability which, i subject to technological alterations, co planning, transport availability, resource and materiel, and *essential military tran skills.*

The Transportation School programs transportation skill knowledge into the re nonresident courses. This programing is s for each course so that transportation s instructor-student experiences form a body edge that is applicable to either unit leve or joint operations.

To educate and train the numbers of

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o the School each year requires rather acilities and logistical support. World- ary contingencies invariably impact the ion function which, in turn, causes the reappraise its resources and realign the orities. In Fiscal Year 1964, student in resident classes was 5,122. For Fiscal enrollment will exceed 45,000.

nsportation School utilizes 9,500 billet 00 square feet of administrative space, are feet of shop space, 89,000 square feet pace, and 96 classrooms. One hundred ne aircraft and sixty-five marine craft o support the programs of instruction. nock-ups of all Air Force cargo aircraft le for air transportability training. A -5A mock-up will be added in the near

Vietnam

education and training effort has been pport of actions in Southeast Asia since ar 1965. During this period (1965 to January 1969) we trained a total of 64,905 personnel in the Transportation School.

Rotary-and-fixed wing Army aircraft maintenance	42,227
Watercraft-amphibian operations and maintenance	10,061
Transportation movements specialist	4,332
Aircraft maintenance officer	1,808
Harborcraft engine operation	345
Transportation Officer Basic and Advanced courses	3,645
Transportation Officer Candidates	2,487
Total	64,905

Department of Defense

One of the many courses presented by the U.S. Army Transportation School which should be of special interest to readers of Transportation Proceedings is the Defense Advanced Traffic Manage-

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Teletype operator makes use of a computer in the selection of a movement route.

ment Course, a Department of Defense-sponsored course designed to prepare senior officers and civilians for assignments to the highest level of strategic mobility planning. Students in this course are military and civilian personnel from all military services and other Government agencies. During the course, the student is made aware of the significance of Army, Navy, and Air Force roles in military and commercial traffic management in the continental United States. The ultimate goals of the course are to enhance commercial services relationships, provide more uniform application of commercial transportation principles, and improve plans for utilization of transportation resources worldwide.

Transportation Oriented Data Processing Program

One of the challenges currently facing military personnel is an ability to master the fundamentals and applications of automatic data processing for the purpose of becoming effective users and managers of data processing systems. In late 1967, we began the development of an in-house data processing instructional capability. By early 1968 the decision was made to stage the project in two phases; Phase I would include establishing training objectives, outlining a proposed curriculum, contacting research and consulting firms, and making final determinations covering the selection of valid subject matter. This was considered to be our short-range goal. Phase I is a 34-hour block of instruction covering ADP in a logistics oriented format and using six teletype terminals connected to the Rome Air Development Center, Griffis Air For New York. This is a time-shared arrangem their GE 645 computer. Instruction at th time is used solely to support training Transportation career officer while he is a st the Transportation Officer Advanced Cou

The 34 hours of compact, high intensity tion contain basic ADPS Principles; exp and applications of punch-card machin eventual tie-in to computer hardware; mach and programming application to trans planning; practical exercise which requires dent to produce a road movements pro student-produced program which enables preplan the loading of a USAF aircraft (Airlift Command) by type of aircraft and a cabin load; and a testing of the program student, through actual input into a compu elected to use the higher level programm guage known as BASIC, which is an acr Beginners All-Purpose Symbolic Instructi This code simplifies the understanding of logic. BASIC uses near-English phraseolog readily assimilated by beginning students Phase I has enabled the School to atta important objectives:

(1) We have produced a highly usefu oriented data processing training program.

(2) The program provides for a "hands- of instruction by permitting the desired machine interface.

(3) It serves as a core curriculum for the of Transportation career officers. This riculum cuts across many segments of trans by interrelating movements, mode-of-transp ations, and traffic management. Further, in

A transportation officer advanced course in session at

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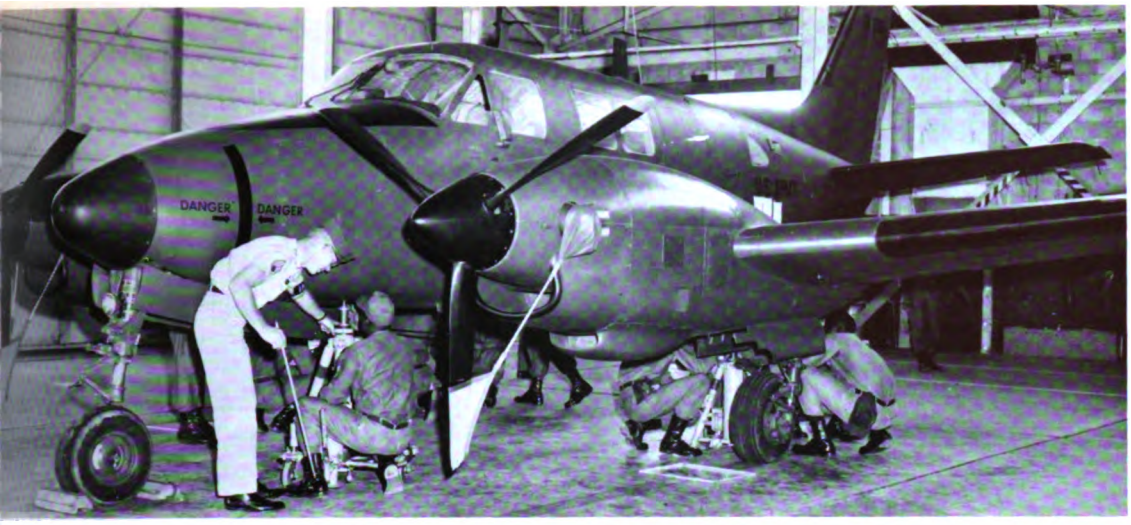

Maintenance training class on the U-21 aircraft.

ıled in blocks of time, and emphasis is
n guiding and developing the student
the technique of having ADP subject-
ɔecialists with the class throughout the
nstruction.

II, in our ADP instructional efforts, will
by the acronym TRANSFER (Transpor-
mulation for Estimating Requirements).
lation will be added to the present Phase
a total of 80 hours of instruction. Objec-
'hase II are to:

mplement instruction presented during

rease the depth of systems material

ɔvide extensive exposure to automated
ɔlanning procedures.

ɔvide increased opportunity for man-
ıterface.

rease the potential for inducing career
continue training in the data processing

P training program for fiscal year 1970
ı impact on approximately 2,500 students.
ıired to support this training will finance
ɛtion of TRANSFER—80 hours of in-
f each officer in the Advanced Course;
ɔf automated aircraft supply instruction
ıance officer students; and a 15-hour core
presented to the basic officer and other

ealism, a student exercise was developed
land mass, with the geographical area
to a theater of operations. Selection of
ıario has many advantages: It permits
taff to provide information on facilities
and the transportation networks; the geographical area is well suited for the "play" of all the various modes of transport, i.e., water, air, rail, and motor; students, as players in a movements control center of a theater transportation command, are in a position to influence the movements activities throughout the theater; and there is a definite relationship between the exercise requirements and those a transportation officer can expect as a higher level transportation staff planner.

In addition to the student's basic appreciation for applying data processing to movements, he will be tasked with forecasting requirements for transport modes, depot and storage facilities, economical use of resources, terminal and transfer sites, and movements control—all these actions will occur under the pressures of time limitations. He will learn the ingredients of strategic mobility planning and of the constraints which tend to limit true strategic mobility. Finally, he will be capable of using input-output devices (the data terminal) for informational retrieval. The ADP instructional staff will from time-to-time insert events that disrupt normal planning and assumed traffic flow requiring student action to offset impact on final objectives.

Military transportation education and training at the U.S. Army Transportation School enlarges the transportation officer's perspective and concepts in the vital areas of his profession: movements planning, traffic management, and mode of transport operations. After he has mixed his formal training with experience gained in the field, the transportation career officer is in the professional arena of military operations wherein he can study and determine capabilities and employment of rail, highway,

(continued on page 24)

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First to Fly--First to Die

by

Harold L. Craven

Lieutenant Thomas E. Selfridge, the man for whom Selfridge Air Force Base, Michigan, was named, is well known as America's first military air fatality. The fact that he was also the first military man to fly alone in an airplane has been all but forgotten. The lieutenant piloted an airplane in line of duty on May 19, 1908, several weeks before the Wright brothers began testing their military airplane at Fort Myer, Virginia.

Selfridge, an instructor at the U.S. Military Academy at West Point, was sent to Baddeck, Nova Scotia, in the summer of 1907 to participate in a series of aeronautical experiments with Alexander Graham Bell, Glenn H. Curtiss, F. W. Baldwin, Jr., and J. A. D. McCurdy. There the men formed an organization called the Aerial Experiment Association and Selfridge was appointed secretary.

Early in November the group completed the construction of *Cygnet I*, a 42-foot man-carrying kite designed to be pulled into the air by a t
On December 6, with Selfridge aboard. attained a height of 168 feet and stayed al minutes. Several shorter flights, manned manned, were also made by Association m

With winter at hand the experimenters Hammondsport, New York, arriving there o ber 23. This was the same day that the Chi Officer at Fort Myer called for bids on a than-air flying machine.

The Aerial Experiment Association went work early in January 1908 after deciding dissenting vote, to forego any further kite experiments. The dissenter was Selfridge. lieved that several gliders should be built a in order to learn more about in-flight Majority rule prevailed, however, and it was that each man should design and fly a self- machine. Selfridge was to be first.

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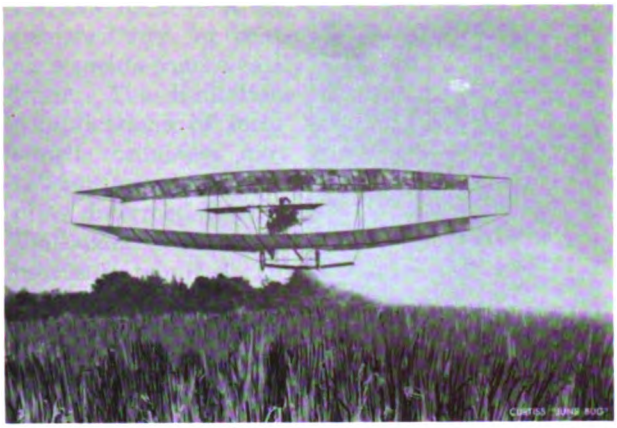
Lieutenant Thomas E. Selfridge and Dr. Alexander Graham Bell discuss activities of the Aerial Experiment Association at Baddeck, Nova Scotia.



The JUNE BUG, one of several airplanes built by the Aerial Experiment Association, won the Scientific American Trophy for flying one mile at more than 40 miles per hour.

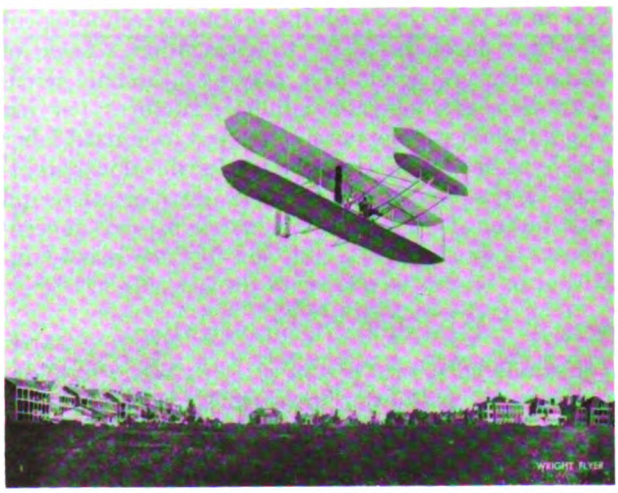
n his airplane, *Red Wing*, was but a few days ompletion the lieutenant was called to West n Government business. In his absence the completed the airplane and, because they he ice would melt on the lake soon and they have no landing area, Baldwin made the flight immediately, remaining aloft several . It was agreed that Selfridge would be per- *to* make the maiden flight in Baldwin's e, *White Wing* which was nearing completion. *White Wing* was completed in May. Its wing covering, unlike the silk covering of the esigned by Selfridge, was too porous to pro- ficient lift. A coating of varnish solved the , and on May 19, 1908, Lieutenant Selfridge the first military man in history to pilot an in solo flight.

Association built two more airplanes. The *ug*, built and flown by Curtiss, won the c *American* trophy by flying more than a 40 miles per hour. Work was begun on the *art* before Selfridge was called to Fort Myer aeronautical duties.

g August 1908 Selfridge, a qualified balloon- icipated in lighter-than-air flying activities nk Lahm and Benjamin Foulois, two lieu- who would lated play major roles in the es- ent of military aviation. On September 3 the *Flyer*, built by two Ohio bicycle mechanics, series of test flights. Six days later, when Wright stayed in the air 57 minutes and he field at Fort Myer 57 times, Selfridge that the Wrights were far ahead of Dr. oup in knowledge of aeronautics. On this he watched his friend, Frank Lahm, gain action of being the first military passenger the Wright machine.

ge was taken aloft by Orville Wright on the of September 17. Wright was at the con- n, at an altitude of 150 feet, a propeller damaged the rudder system. The machine of control, sideslipped, nosedived, and he ground violently, seriously injuring nd fatally injuring Selfridge. The first nan to fly an airplane had become the first a heavier-than-air flying machine.—*Re- with permission, from THE AIRMAN, Magazine of the U.S. Air Force.*

Association member Thomas Baldwin was the creator of Army Airship No. 1, shown here frightening horses at Fort Myer, Va. Lieutenant Selfridge was a qualified balloonist and Army airship pilot.



Heavier-than-air aviation was destined to win out over airships and balloons, but the Wright Flyer, shown here over a Fort Myer parade ground, ended Selfridge's career and his life. Orville Wright was painfully injured in the fatal crash that occurred on September 17, 1908.

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"Changes must come about to make the shi
of goods between international markets a
and routine as domestic methods . . . So f
remedies have reflected piecemeal, diverse ef

Elimination of Transportation Barriers

by

Colonel Norman S. Gold, USA
Director of Freight Traffic
Military Traffic Management and Terminal Service

Dramatic changes are taking place in the transportation industry. New type ships are being built, new kinds of port facilities are being constructed, vast rail corporates are merging. In short, a virtual upheaval with long-range social and economic implications is looming on the horizon. This rather sudden turn in events has focused worldwide attention on ways to cope with the problems technological advances have bred in transportation. Lack of uniformity and standards, excessive, archaic documentation, varying rate/liability structures, varying international customs practices, and organized labor problems are largely responsible for the slow acceptance of systems thinking in the transportation and distribution field. Industry, carriers, and governments, both singularly and jointly, are deeply involved in efforts to eliminate these barriers.

Container Standardization

Undoubtedly, one of the most dynamic developments in transportation in recent years is containerization. As the container concept has grown, various problem areas have emerged that must be solved, if the technique is to realize its full potential in the export/import trade. Standardization of containers and associated hardware is considered as one of the obstacles that must be overcome. As intermodalism has expanded, guidelines of internationally mended heights and lengths have been thr by attitudes growing out of the economics o day use. Inland carriers remain unenth about the economic characteristics of the s standard sizes, in particular, the 20-foot siz controversy over standards is significant si economy of the land movement will depe large degree upon their compatibility wit modes of transportation. For example, fr trucking industry viewpoint, the standards mended by the United States of America St Institute and the International Standards Or tion, the 10-, 20-, and 30-foot sizes do not with existing highway operations. The 24- foot sizes are more economically feasible highways of the Western and Eastern United where multiple unit trucks are allowed on in highway systems. The complexity of standard becomes more evident when one considers the cal capability to move containers on land sea, or in the air. There is unquestionably a ment for lightweight air-land containers ca interchange between surface modes and Development of such containers has been s cause of aircraft dimensions and excessive co weights.

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Documentation

iciencies, other than technological, are ap- in container operations. On the software side rations is a mountain of paperwork which from customs regulations, inspection and ice requirements, trade restrictions, size and restrictions, etcetera. It has been estimated ie cost of paperwork underlying international ransactions is between five and ten percent of lue of shipments and amounts to $5 billion ly. The U.S. Department of Commerce noted single one-ton shipment transported from er to foreign consumer by ship may go 1 170 documentation steps. A ship needs eparate forms to enter an American harbor e more to leave it. Some U. S. export ship- trail 43 pieces of paper in their wake, and imports need 80. The lack of uniformity 1 carriers' documents necessitates termina- freight bills at the time of transfer, and the tion of new documentation for the onward ents. Unquestionably, a comprehensive pro- needed to resolve the international problems nibit the movement of goods in worldwide rtation. A step in this direction was taken e 1967, when the National Committee on ional Trade Documentation was formed to and improve international trade documenta- d documentation procedures. In December ne Department of Transportation (DoT) d the formation of the Transportation Facili- mittee—a group of government and industry dedicated to similar efforts. Recently DoT d a trade simplification act that will permit es, through routing, and a workable through ding. While efforts move ahead here, Europe United Kingdom have also been working he formation of International Agreements nate some of the barriers which inhibit rade.

Carrier Liability

er matter that is receiving considerable is uniform intermodal transport liability. be ideal if all liability laws were the same an being governed by the laws and regula- he countries of origin and destination, and ue Rules incorporated in the Carriage of Sea Act (COGSA). Inasmuch as goods nally packed are exposed to view and their ts and condition enroute can be reason- documented, it is normally possible to where the loss or damage occurs and to carrier responsibility. However, detection e or loss enroute is difficult in the case of zed goods. While it is possible for domestic carriers to have a workable method of prorating responsibility for concealed loss or damage, such agreements cannot easily be applied in international trade. The limitations of the COGSA and the complications of local laws in countries through which containers may pass have made carriers reticent to assume the liability to shippers for complete intermodal movement of cargo. It is clear that some form of international convention on liabilities is required. However, whether carrier's liability for each segment of the transport should follow existing rules in force or whether there should be only one type of liability for the whole transport will be a matter that will be difficult to solve.

Customs

Intermodability is further inhibited by international custom practices. Border crossings, inspections, bonding, and documentation required vary from country to country. One hears, for instance, of quota restrictions at certain frontiers which limit the number of trucks of one nationality crossing the border to the number of trucks of the other nationality that have crossed in the opposite direction. Some countries require all custom clearance of imports to be carried out at the port or airport of entrance. However, this is not to imply that border crossing problems cannot be worked out. Arrangements have been made in Europe whereby the Trans Europe Road Rail Express (TERRE)—a service to expedite movements of containers through ports to interior points—will not have to clear customs until the interior distribution point is reached. Further, international treaties and agreements have been executed for smaller containers which can be applied in part to the larger containers to simplify

ABOUT THE AUTHOR

Colonel Norman H. Gold, USA, a native of Philadelphia, holds an LLB degree from St. John's University and a BS degree from the University of Pennsylvania. He also completed a course in Admiralty Law at New York University School of Law. He is a member of the New York Bar.

Commissioned in 1939, he began active duty in 1941 as a company commander. His 25 years of service have included tours of duty in Europe, the Far East, and Newfoundland.

A career logistician, Colonel Gold is a graduate of the Industrial College of the Armed Forces.

Prior to assignment to MTMTS he was Deputy Commander, U.S. Army Aviation Materiel Command, St. Louis, Mo.

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customs clearance at frontiers. These treaties, such as the Customs Convention on Containers and the Customs Convention on the International Transport of Goods under Cover of TIR Carnets, set up a system for expedited clearance of containerized shipments through intermediate custom points. With more and more through movements, the emphasis will be on inland inspections. In some countries custom officials are setting their sights on a more sophisticated objective—the use of computerized methods to reduce manual documentary processing in order to achieve clearances more expeditiously. These innovations in custom procedures to provide an improved and fast service should contribute to the success of container operations.

Labor's Role

Efficient cargo flow and intermodal movements can be seriously affected by labor problems. Longshoremen's strikes have a devastating effect on import/export operations. Technology, on the negative side, creates a fear of changing methods of work. Disruptions of established union pier operations create uncertainties that improved systems usually mean reduced jobs. The shift from the conventional breakbulk system to any of the unit load systems results in a sharp decrease in domestic longshore earnings and paid manhours. The growth of containerization will undoubtedly prompt labor to seek more guarantees from management for maintenance of stevedore-gang levels. On the U. S. West Coast, labor was instrumental in establishing a compensatory fund whereby contributions are made by shippers on the basis of tonnage moved in containers. However, spokesmen for labor indicate that they want work, not compensation for the loss of work. Longshoremen do not want to be compensated for the loss of jobs resulting from containerization, but rather to retain their old jobs. Controversy is surrounding a proposed labor demand that containers stuffed within a certain distance from the port be stuffed by their own members. However, organized labor's acquiescence has helped to provide a smooth path for labor-saving innovations. Continued progress and more automated trends can be expected to prolong difficulties in labor-management relations.

The impact of containerization and the building of super-freighters point up a trend to larger and more productive ships—and fewer ships. Improved technology, moreover, has decreased the manpower formerly required to operate seagoing vessels. Since World War II and the Korean War, requirements for ships' crews have diminished significantly. Thus, since the Vietnam escalation, licensed crewmen have become scarce. In the past, a vessel's ability to operate continuously was not a problem. Regardless of shore leave taken by crew members, a capability of unloading and returning load overseas areas on a turn-around basis was a r matter, because qualified replacements were ful. Not so today. Crew shortages are crit hampering cargo flow today. The deman licensed operators has exceeded the supply.

Closing Words

Lack of standards—a jungle of paperwork of uniform intermodal liability—cumbersome toms regulations—labor problems—these ar most dramatic of the barriers in transportation Discussion of each of these areas reveals two recurring again and again: *intermodal* and *tainerization.* These terms have grown out o many call "the container revolution." Indee assessment of these barriers has been forced by their influence. The day-to-day struggle containerization's growing pains causes us to again and again on the frustration of trying to l a rocket with a slingshot.

Many view intermodal containerization as a all, others say we're over-committing our Whatever the answer to that question is, one seems sure: that containerization is encou long-needed reforms, and establishing dialog tween parties where there was once exclu A general aim or purpose can probably be i fied in a common realization that change come about to make the shipment of goods b international markets as easy and routine as tic methods. We have seen that the most obstacles to realizing this goal lie in bridgi "mode gap"—or making the truck-rail-steams "links" into a functioning, efficient system. our remedies have reflected piecemeal, diverse In the past, we have witnessed the reluct indifference of shippers and carriers to sit together to define and solve problems of interest; we have seen indecision of governm taking a forceful stand to promote a wo integrated transportation system.

We still lack a coordinated, interdisciplin proach to transportation problems whereby mist, engineer, industry, carriers, and gove could join together for a unified systems anal transportation problems.

We have promising innovations in transp technology developing at a tremendous bigger, faster ships—superjet air freighters—t bridge concept—and more. Most import have the awareness of their potential. Now time for decision and action. We have the we know the problem. Bringing transporta the jet age is within our grasp.

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ugh MTMTS is heavily involved in many programs cted with the movement of freight and passengers, 's no program which we consider more important Personal Property. We are constantly attempting elop better policies and procedures."

Building a Foundation for Management

by

Colonel Joseph J. Kennedy, USAF
Director of Personal Property
Military Traffic Management and Terminal Service *

are aware, we jointly are dealing with the members' most valuable possessions and tary man is the most valuable asset in DoD. on the part of the Government and industry ect these possessions cannot be condoned. h MTMTS is heavily involved in many s connected with the movement of freight sengers, there is no program which we con- re important or which receives more atten- n personal property. We even changed the the program from Household Goods to Property to highlight and better define the ity we are moving and storing.

e constantly attempting to develop better and procedures for personal property; we npting to get more complete and accurate ata for our automated programs; we are determine the deficiencies in the programs re rapidly improving our ability to measure nce.

statistics now to show the magnitude of a billion dollar business. We use about temp storage warehouses; over 5800 storage t facilities; 98 TGBL carriers and over nestic carriers. To accomplish this vast MTMTS does its routing and local traffic ent through approximately 440 military ons worldwide. More than 200,000 lots of nsored personal property are stored in non- rehouses throughout the country at an st of over $30 million. Additionally, many thousands of lots are in SIT. About 25,000 nontemp lots are removed each quarter; however, a like number go into storage. This indicates that an average storage period per lot is about two years.

The past year has been both encouraging and discouraging for those of us most interested in the personal property program. Encouraging in that many of our programs are starting to bear fruit. We now have much more information on carriers' performance, storage facilities and claims than ever before. These management tools are being used to correct deficiencies in order to insure that nothing less than high quality service is accepted.

All has not been rosy, however, as we have run into many frustrating delays and problems in achieving all the automation goals we have set for the program.

Let's turn now to future changes in the storage program. The DoD Basic Agreement for Storage of Personal Property, the contractual document with which I am sure most of you are familiar, is presently undergoing some revisions. In the past you may have been asked to pick up for storage a very small lot of 100 lbs. or even less and you were paid only for this small weight which probably was not compensatory. We will have a new condition in the revised Agreement which will provide a 500 lb.

**From an address given before the National Furniture Warehousemen's Association Convention at Hollywood, Florida, March 3, 1969.*

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minimum for all shipments. With this action we will expect in return to get better service for these small lots.

Another important change relates to the liability clause of the Storage Agreement. Previously when goods were destroyed by fire or similar occurrence, much difficulty was encountered in determining, from a legal standpoint, the value of the destroyed property. The liability clause, while still containing the previous condition of up to $50 per article or package for ordinary handling damages, has been supplemented to provide for an agreed value of one dollar per pound when goods are destroyed by fire, flood, or similar occurrence. However, in all cases the provisions of reasonable care is applicable—that is, you as the contractor, are liable for loss or damage caused by failure to exercise reasonable care. Additionally, there will be a requirement for acceptable insurance to cover your legal liability under the Agreement.

A clause has been added which permits the Government the right of immediate termination in those cases where the financial condition of a contractor becomes unstable or less satisfactory than it was on the date of approval of the firm. Also important is a term of the agreement providing that the Contracting Officer must be notified 30 days prior to any change in business organization or corporate structure which would act to decrease the prior determination of the firm being a responsible bidder. In other words, as much for industry's protection as our own, we must know beforehand when you are going to incorporate, sell, or otherwise transfer or make a change in the ownership of the business. You may be held in default if the new organization is not considered to be a responsible bidder.

The Service Contract Act of 1965 will be incorporated in the Basic Agreement. This law provides for the payment to employees of such minimum wage rates established in each locality by the U.S. Department of Labor. This legislation is required in the contract by Statute. You will be given an opportunity to adjust your rates and charges concurrent with the inclusion of the clause, if appropriate.

In regard to the more detailed specifications, there will be a reweigh provision which will require adjustment of storage weights and charges where two or more weights of a lot show a differen 200 lbs. or more, after it is removed from stora

One very important change which has giv much concern is the use of a single residen residence inventory document—a single pie paper which will record the entire transfer c property from residence to storage, and from st into the owner's residence at his new duty st which may be three years later. While ther features here which are going to be difficult to ac plish, such as obtaining from the storage cont sufficient copies for the carrier's use, we ask sincere efforts to make this work. There have too many cases where the goods are clearly dan but we are unable to establish whether da occurred while in storage or in transportation carrier after storage. If the through-inventory vised by our efforts, is not workable, I challeng as industry representatives to come up with thing that will work better. We do not feel today's complex inventorying procedures shou allowed to provide a means for the complete c of a claim simply because of a conflict on different inventories, one made by the storage tractor and another prepared by the carrier. solicit your assistance and cooperation in this approach. Speaking of inventories, it is very di when two different people prepare separate i tories on the same lot to determine if they are ing about the same article. One person may ca item "a chest of drawers" and the next ma ventorying the item may call it a "bureau" be that's what it was called in his home. By usin same inventory residence to residence, we s preclude any disputes as to where the da occurred and who is the responsible party. know certain words are said to mean the same but not always. For example, vision and sig normally considered to be synonymous. But should say my wife is a vision and yours is a —our relations might become "somewhat strai

I should like now to say a few words changes coming up in the movement program. again we cannot settle for less than high q service. As another management tool to im service we will have in the near future an auto program which will give us information on per ance. This program is called the Carrier Per ance Rating or CPR for short. The CPR w in the form of a printout giving each carrier formance index at each installation served. S stated, MTMTS will gather input on every m a move from each installation. Carriers com for the same destination will be ranked accor their performance and thereby share in the according to their overall standing. We co this to be a system which provides incent all and rewards those who provide high q service. For the first time, data will be ava

(*Continued on Page 21*)

ABOUT THE AUTHOR

Colonel Joseph J. Kennedy, USAF, is Director of Personal Property at Headquarters Military Traffic Management and Terminal Service. Under his guidance the Directorate influences the expenditure of more than $500 million annually. Prior to his assignment with MTMTS Colonel Kennedy served as Director of Transportation at Strategic Air Command's Eighth Air Force Headquarters, Westover AFB, Mass. He is a graduate of the Air Command and Staff College and has been awarded the Bronze Star Medal, Army Commendation Medal with oak leaf cluster, and Air Force Commendation medal with oak leaf cluster.

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United States Coast Guard
vill forward in 1969 the full
n of activity in maritime
the maritime sciences and
functions while supporting
in Southeast Asia. The
Guard plans completion by
a new and modern ocean-
vessel with a physical plant
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vice by the U.S.

★★★

**Government and the airlines
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ntial collision threats and
s what evasive action to
when to take it. The test-
ast through December and
ts will be used by the air-
determine whether the
it meets the detailed speci-
laid down by a team of
nd electronics industry**

★★★

Welland section of the St.
Seaway, linking Lake
Lake Ontario, is scheduled
April 1, and close on
22. The St. Lawrence
Development Corporation
St. Lawrence Seaway
also announced that the
Lake Ontario section is
to open on April 7 and
December 10, but that
could continue beyond
10 on a day-to-day basis.

★★★

**Coast ports handled 12.4
easurement tons of mili-
during 1968. The ports
the command of Brigadier
ohn D. Crowley, USA,
Area Commander for
His command is respon-
ilitary freight and cargo
14 Western states.
4 million-ton figure ex-
1967 workload of 12.2
s by approximately two
nd was greater than any
r II year except 1945.
er cent gain was due to**

Lieutenant General Ferdinand J. Chesarek, USA, (right) has been assigned as the new commander of the Army Materiel Command (AMC), and appointed to the grade of General. General Frank S. Besson, USA, (left) AMC's first commander was recently named chairman of a new Joint Logistics Review Board to conduct a study of the logistics system in support of military operations in Southeast Asia. General Chesarek's last assignment was as the Assistant Vice Chief of Staff, U.S. Army.

a substantial increase in inbound shipments, primarily combat and construction vehicles, equipment and aircraft being returned to the United States for major overhaul or rebuilding. This type of cargo, referred to as "retrograde," rose to 1.1 million measurement tons in 1968, compared to 860,000 tons in 1967. Of the 12.4 million tons transshipped through Western Area MTMTS ports, more than half went to Vietnam. Other heavy volume areas were Okinawa, Philippines, Japan, Thailand, Hawaii, and Korea.

★★★

Military Airlift Command operations at Washington National Airport is scheduled to be discontinued this month. The Air Force says the 89th Military Airlift Wing will be inactivated and the men and equipment of the detachment will be reassigned to Andrews AFB in Maryland, where the 89th is based. The 89th is MAC's special mission wing with responsibility for transporting government leaders, including the President of the United States.

★★★

The Department of Transportation plans to tackle the problem of using existing railroad facilities to boost transportation service to and from a major airport. The Department has asked potential contractors to propose a systems and cost analysis of two plans linking Friendship International Airport with mainline track between Washington, D.C. and Baltimore. It is the Government's first attempt to meld railroad and airline intercity travel.

★★★

The Military Airlift Command (MAC) has recorded its lowest major airlift accident rate in 1968. It is the fourth straight year MAC has lowered the rate. The command flew 1,325,000 hours and had only six major accidents for a rate of 0.45 accidents per 100,000 flying hours. The command recorded a rate of 0.59 in 1967 when crews had only seven accidents while flyingg 1,199,410 hours. An accident is classified as major when the total number of manhours needed to repair the airplane surpass a certain standard.

★★★

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General David A. Burchinal, USAF, Deputy Commander in Chief, United States European Command, accepts cover sketch of portrait used on the cover of the January issue of TRANSPORTATION PROCEEDINGS. Making the presentation at Headquarters EUCOM is Colonel (Brigadier General designate) Otis E. Winn, USAF, Chief, Transportation Division, Director of Logistics (J-4) at EUCOM.

The Department of Transportation has selected Atlanta, Dallas, Denver, Seattle and Pittsburgh to participate in a $1,460,959 program for designing and implementing improved center city transportation systems. The purpose of the new program will be to initiate, in each city, a process for developing continuing design and implementation programs for transportation improvements to serve the needs and demands of core city areas.

★★★

President Nixon has nominated Major General Oren E. Hurlbut, USA, for appointment to the grade of Lieutenant General and named him as the Army member to the Joint Logistics Review Board. Assignment of General Hurlbut to the Board completes the membership of the Board, which is headed by General Frank S. Besson, USA. The Board was established to review world-wide logistics support to combat forces during the Vietnam era in order to identify strengths

CALENDAR OF EVE

Apr. 15-18: Central Area
sonal Property Seminar,
sas City, Mo.

Apr. 20-23: Local and
Haul Carriers Conferenc
American Trucking Ass
tion, Doral Country Club,

Apr. 21-May 1: United S
European Command
Household Goods Co
ence, Germany.

Apr. 26-30: Truck-Trailer
ufacturers Association
ing, Doral Country Club,

Apr. 28-30: United States C
ber of Commerce Me
Washington, D.C.

May 4-8: Sales Council
American Trucking Ass
tion Meeting, Scottsdale,

May 5-7: Canadian Transp
tion Research Forum,
ronto, Canada.

May 5-6: Steel Carriers Co
ence of American Tru
Association Meeting,
ington, D.C.

May 11-14: National
Truck Carriers of Am
Trucking Association
ing, New Orleans, La.

May 11-17: National Tra
tation Week.

May 13-14: National Safe
sit Committee Confe
New York, N.Y.

May 13-16: National River
Harbors Congress Me
Washington, D.C.

May 14: The 27th Anniv
of the Women's Army

May 14-15: Container
Institute, Inc., Meeting
lanta, Ga.

May 15: Air Cargo '69 A
Meeting, New York, N.

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...commendations for im-
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★★★

...Force Reserve associate
...e formed at Travis AFB
...The 349th Military Airlift
...serve unit mobilized dur-
...ueblo crisis, will be the
...of the new wing. After
...sed from active duty in
...vill be moved to Travis
...organized as the 349th
...Airlift Wing (Associate).
...presently operates from
...AFB.

★★★

...6,000 Army Reservists
...nal Guardsmen will train
...eks active duty in Tide-
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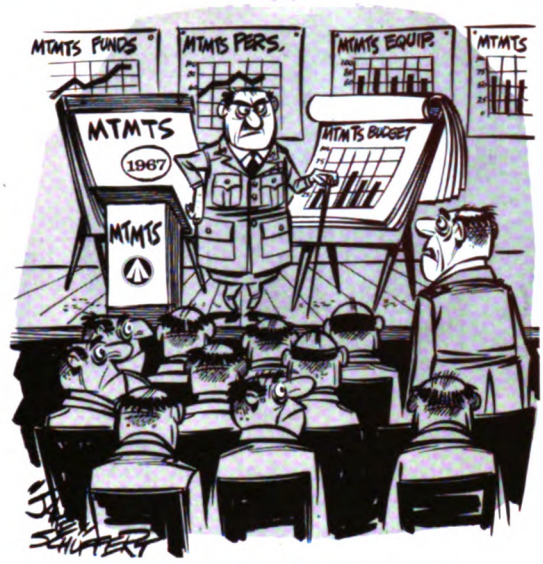
...special missions con-
...th a phase of military
...ion. Many return to the
...ations each year for ac-
...o use the Army's trans-
...raining facilities, such as
...d or port area at Ft.
...he amphibious center at
...Every unit will be re-
...e on active duty for 15
...e more day than the 14
...ed in previous years.

★★★



"Very good briefing, Sir, but I have one question. What does MTMTS mean?"

The Department of the Army has assigned Major General Frank D. Miller, USA, as Assistant Deputy Chief of Logistics for DCSLOG. His previous assignment was as Chief of Staff for Logistics (Doctrine Systems and Readiness). General Miller replaced Major General Raymond C. Conroy, USA, now serving as J-4 for MACV.

★★★

The Department of the Army has announced a new command—The U.S. Army Computer Systems Command (USACSC)—which became effective March 31. It will be the responsible agency for the design, development, test, installation, programming and system support for the Army's multi-command automatic data processing systems.

★★★

...ion for Management

(Continued from Page 18)

...r to ascertain his relative standing at any ... Knowing his faults, if any, he can take ...ction to improve his service.

...ary, then we feel that we have come a ...ward insuring high quality movement and ...ersonal property. We are stressing more ...uality control since we know we still have ... to further improve the service. We have ...d foundation for management—we are ...er and better source data—we are im- ... systems and are becoming more and ...edgeable about deficiencies. Such iden- ...f mutual problems will allow us to ...ll further. We, of course, must work ...her. Our Washington headquarters, our operations offices in Brooklyn, St. Louis and Oakland are available to help you whenever possible. And, of course, our nine regional storage offices throughout the United States are manned with personnel having vast experience in personal property storage and warehousing administration. They are there to help you when you have a problem and be receptive to your suggestions.

None of us knows what the future will hold. I wish my crystal ball was accurate enough to tell what impact, if any, the ultimate conclusion of the Viet Nam hostilities will have on your industry. But it's not that good. Of one thing we can be sure, the moving and storage industry will be enjoying DoD business for a long time to come—those of you who are providing high quality service will continue to be used. Those who don't provide such service will not be used until appropriate corrective action is taken to insure high quality service.

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Cargo aircraft, well known for their ability to move the materials of war to any part of the world, also have great potential as weapons in the war against hunger. In an attempt to beef up their dwindling cattle supply, Chileans are importing thousands of Polled Hereford heifers from the United States. The white-faced passengers make the trip in hay-conditioned comfort aboard modern jet airplanes.

That's The Way The Cow Flies

An old style cattle drive, beginning at Fort Worth, Texas, and ending at Punta Arenas, Chile, at the southern tip of South America, would be an incredibly difficult if not entirely impossible undertaking. Moving a shipment of cattle from the United States to Punta Arenas by sea takes three weeks, give or take a few days, and the ships have to carry a lot of feed, hay and water. Put the cattle aboard giant DC-8 *"Super 63"* jets and you can make the 6,300-mile journey in 15 hours with only three "water hole" stops enroute.

The most unusual cattle drive in history started in mid-December 1968 when a jet cargo plane roared skyward from Fort Worth with 262 noisy calves aboard. These were the first of some 7,000 cattle being purchased by the Chilean government. According to Jim Harris, public relations director for the American Polled Hereford Association, this will be the largest international shipment of live beef anywhere in the world. The entire shipment will be accomplished by the fall of this year.

CORFO (*Corporation de Fomento de la Produccion*), the official agency for livestock production development in Chile, is the buyer in this historic international jet age transaction. The purchase is being financed by the United States Agency for International Development. The gigantic cattle deal involving nearly $3 million was negotiated by the American Polled Hereford Association, Kansas City, Missouri. The cattle will come from herds all over the United States.

The Polled Hereford cattle are a distinctly American breed. Polled Herefords have been exported to all the world's beef producing countries, but the United States still has the largest supply. Th purchase order for 7,000 animals, announ October, brought the total number of Polle fords purchased by Chile to 10,500. The ca go into breeding herds to beef up produc progressive ranchers, mostly in the deep s regions that are famous for lush pasture l serious beef shortage in Chile is primarily sible for the record-breaking buying of U.S Chile's eight million residents have been ing beefless Mondays, Tuesdays, Wednesd Thursdays.

The main reason the cattle are being Chile this year is to protect them from any physical stresses, according to Dr. Raul assistant director of livestock production for C He said the decision to use airlift was after lengthy feasibility studies and consider several important economic factors.

"By being flown to Chile in enormously transportation time, and in comparative e comfort with constant temperature control. stock will arrive in stronger condition and able to adapt to climatic changes. Death los be practically eliminated and the cattle will less stress, sickness, unsoundness and re problems," Dr. Foretic explained.

Movement to Chile of four shiploads of February 1968 took from 19 to 24 days. animal death losses were not high, the main came when traversing the stifling hot, humid seas in the equatorial belt. The largest ship be stocked with 80 tons of feed and 210 tons plus an immense water supply.

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ire housed in nine padded compartments in the 187-
selage. Jet shipment is faster than water transport,
s maximum health and humane conditions for the cattle.

international Airlines, which received the
ows in the sky" contract, can make the
n 15 hours, carrying up to 270 animals per
in special air conditioned compartments.
-8's air conditioning system proved to be
adequate in the air, however mobile air
ng units were employed during ground
ore than 45 minutes. Additionally, doors
ed at each end of the cabin to allow air-
any airport breeze to help remove animal
heat and moisture. Presumably the planes
with the crew compartments upwind of
compartment.

of the problems related to hoof and mouth
craft are cleaned thoroughly at destina-
nove any traces of the cattle. The pens
d, scrubbed and stored in the belly com-
or subsequent trips. The aircraft and
en subjected to a rigid inspection by the
t of Agriculture before being allowed to
he United States. Thorough cleaning is
or another reason. In order to make the
ttle feasible, a back haul of South Ameri-
made.

nent of the first 3500 cattle from Fort
Punta Arenas was scheduled to be com-
pleted in January. The remaining 3500 are to be airlifted in October.

Live animals have been airlifted before, but never in so great a quantity over so long and varied an air route. Some years ago, for example, a single airplane carried 150 monkeys from Travis Air Force Base, California, to the School of Aerospace Medicine at San Antonio, Texas. The monkeys were to be used in research projects designed to eventually enable men to fly to the moon and beyond. And beef-on-the-hoof has been parachuted to combat troops in otherwise inaccessible areas, to be slaughtered and eaten as needed.

From the airline viewpoint, there may be little commercial future in transporting monkeys to medical schools or parachuting cows and chickens into inaccessible areas, but a growing demand for air transportation of breeding cattle to prosperous and developing nations alike is a distinct possibility. A number of countries, including India, Japan and Korea have expressed interest in the airlift of Polled Herefords to Chile. Cargo aircraft have served our country well in time of war. Perhaps the time will come when they will serve equally well in carrying out our desire for peace, as airborne soldiers in the war against hunger.

Official hostess Darlene Robertson helps urge young cattle up the ramp for their 6300-mile, 15-hour journey to Southern Chile.

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Maintenance students work on
mission of a CH-5A helicopter.

Transportation Progress

(continued from page 11)

air, and water transport resources. He compiles information on enemy transportation equipment, routes, and capabilities. He has a comprehensive knowledge of commercial transportation procedures. In the final analysis, when people and cargoes must be moved; when movements must be controll when strategic mobility is the keystone to tary operation, the answers to the questio what, when, where, and how are programm stored in the minds of the trained and e transportation officers, bearing out the Tra tion School's motto: "Through Knowle Progress."

ABOUT THE AUTHOR

William N. Redling was born at Fort Gibbon, Alaska, February 14, 1912.

He majored in Civil Engineering at the University of Washington and also earned a law degree from the American School of Law. His military career began in 1927 when he enlisted in the Washington State National Guard. After college he moved to Alaska, where in 1940 he was commissioned a First Lieutenant in the Alaska National Guard.

His first active duty assignment occurred in September 1941, when as a Captain he took Company A of the 297th Infantry, ANG to Chilkoot Barracks, Alaska. He participated in the Aleutian Island Campaign during World War II and later saw action in the South, Central and North Pacific.

In February 1945 he was attached to the U.S. Marine Corps as Shore Group Commander and Port Commander for the Iwo Jima assault. In June 1945 the General joined the Armed Forces Western Pacific staff, planning for the assault on Japan. He entered Nagoya, Japan, with the advance party of occupation forces immediately following the surrender.

Since World War II, General Redling has been assigned to the General Staff, Department of the Army (19 Joint Staff, Commander-in-Chief, Atlantic (19 Logistical Staff, Supreme Headquarters, Allied P Europe (1952-54); Assistant Chief of Transpo Research and Development, Department of the (1955-58); G-4 and Chief of Staff, U.S. Army, (1958-61). He assumed command of the 1st Lo Command, Fort Bragg, N.C. July 30, 1961.

In October 1961, General Redling moved h Logistical Command to Poitiers, France, as a p the Round-Out program, in which the 1st Lo Command became the base logistical comma United States Army, Europe, responsible for lo operations in Western France. When the 1st Lo Command was returned to the United States in 1962, General Redling became Chief of Transpo United States Army, Europe. He returned to the States in September 1964 to become Chief of Tra tation for the Department of the Army.

On February 14, 1965, General Redling was a as Commanding General, U.S. Army Transpo Center and Fort Eustis and Commandant of th Army Transportation School.

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FACTS AND FIGURES

by

William A. Lesansky
Chief, Review and Statistics Division
Comptroller Directorate, MTMTS

epartment of Defense small shipments traffic on Government bills of lading amounted to $95 million ng fiscal year 1968. This was a decrease of about $8 million from last year. The statistics set forth in able show the dollars spent by principal commodity groups for each method of transportation for fiscal s 1968 and 1967. Figures are in the thousands of dollars.

Fiscal Year 1968

MMODITY GROUP	TOTAL	MOTOR	AIR	FREIGHT FORWARDER	REA EXPRESS	RAIL	BUS
TOTAL	$ 95059	$57929	$14383	$13238	$8311	$1105	$92
& Steel Articles	16409	10282	2547	2765	731	79	5
ical Equipmt & Pts	11825	5866	2683	1405	1841	9	22
nery Parts	5891	3734	1187	511	443	9	7
nition and Explosives	5260	2949	772	570	643	325	a
ine/Aircraft Parts	4287	2751	694	503	308	27	3
obile Parts	2681	1569	596	358	157	a	1
nce	2605	1569	505	293	222	16	a
d Matter, NOS	1908	652	554	155	508	4	35
iners, all kinds	1393	890	65	255	116	66	a
cals, NOS	1193	850	57	96	172	18	a
ry Impedimenta	1105	50	1050	1	4	—	a
ure, NOS	1004	731	10	190	62	11	a
es o/t motor-driven	968	833	4	84	9	37	—
ions, Perishable	727	700	16	a	2	9	a
ions, o/t Perishable	715	599	24	51	33	9	a
eum Products	494	329	12	33	107	12	1
es, Motor, NOS	206	186	3	10	1	6	—
y Vehicles	120	58	44	8	8	2	—
Passenger	108	87	—	4	—	16	—
o/t Petroleum	101	70	8	11	11	a	a
ner Commodities	36059	23175	3552	5935	2933	449	17

Fiscal Year 1967

MODITY GROUP	TOTAL	MOTOR	AIR	FREIGHT FORWARDER	REA EXPRESS	RAIL	BUS
TOTAL	$102581	$60783	$16630	$14205	$9805	$1075	$83
Steel Articles	17859	11210	3397	2130	1021	96	6
al Equipment & Pts	12853	5957	1801	2805	2234	30	27
ition and Explosives	6629	3529	878	657	950	615	a
ery Parts	5896	3686	329	1344	513	12	12
ne/Aircraft Parts	4555	2712	635	840	325	37	7
obile Parts	3096	1889	435	508	256	9	1
l Matter, NOS	2029	798	172	395	660	1	4
ce	1966	1116	307	320	213	6	a
iers, all kinds	1589	1049	300	63	167	10	a
ire, NOS	1380	1079	185	33	77	5	a
r Impedimenta	1369	115	10	1226	18	—	a
als, NOS	1066	725	196	48	92	5	a
ons, Perishable	1004	988	a	11	4	—	1
s o/t motor-driven	947	766	87	21	18	55	a
ons o/t Perishable	768	608	86	36	35	3	a
um Products	578	389	113	14	58	4	a
s, Motor, NOS	187	137	40	1	a	9	—
/t Petroleum	157	94	35	12	16	—	a
Vehicles	151	89	11	42	8	2	a
Passenger	61	48	—	—	2	12	—
r Commodities	38442	23802	7614	3700	3137	166	24

Due to rounding, detail figures may not add to totals shown.
han 50 dollars.

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NATIONAL DEFENSE TRANSPORTATION ASSOCIATION

NATIONAL DEFENSE TRANSPORTATION DA

MAY 16, 1969

NATIONAL TRANSPORTATION WEEK MAY 11-17, 1969

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MAY 1969

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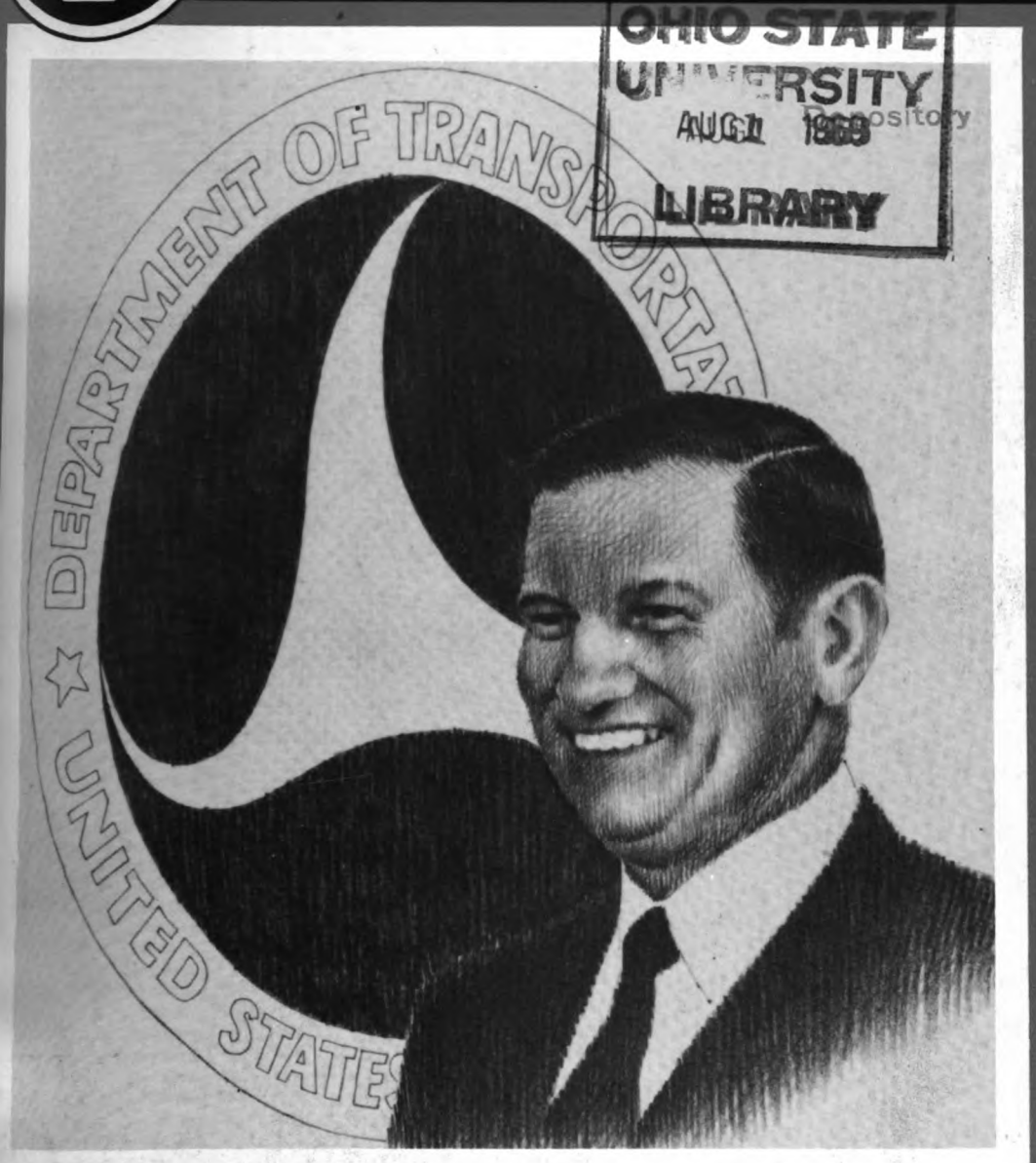

TRAFFIC CONGESTION: A CHALLENGE

by The Honorable John A. Volpe

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MAY 1969

VOL. III No. 4

Transportation Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
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FEATURES

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The Honorable John A. Volpe .....

THE OCEAN TERMINAL: VITAL LINK IN DEFENSE TRANSPORTATION
Roland L. Guyotte, Jr. .....

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic and Terminal Service (MTMTS), a single-manager transportation agency under of the Army. Its purpose is to provide timely and authoritative information on p operations and technical developments in the Defense Transportation field. encouraged to submit articles, featurettes, photographs and art work. Opinio by contributors do not necessarily reflect the official viewpoint of the Depar Army or MTMTS. Address contributions and correspondence to: Editor, TRAN PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution is based ments submitted on DA Form 12–4 to U.S. Army AG Publications Center, Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 annually to APO addresses, $4.25 to foreign addresses through the Superintendent of Docum ment Printing Office, Washington, D.C. 20402. Single copy 30¢. Unless otherwi material may be reprinted provided credit is given to TRANSPORTATION PR and the author. Use of funds for this publication approved by Headquarters, D the Army, 4 May 1966.

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Nixon Designates May 16 as Defense Transportation Day

A PROCLAMATION

transportation network is an example of
at work. Through the years the public and
ors have joined hands and minds to plan,
naintain, and operate vast highway, air,
and pipeline transport systems.

ore than one hundred million private ve-
on public ways. And tomorrow—probably
w remaining years in this century—the total
need to double today's capacity if it is to
ojected numbers of people and volume of

tion makes all other industries possible,
to the mills, raw materials to the factories,
ucts to the market; it must be designed to
ens the mobility they need. Our commerce
depend on a revitalized transportation in-
congestion and delay and to prepare for
g demands of the future.

blic recognition to this great industry—to
n upon its contributions and the challenges
Congress, by a joint resolution approved
7 (71 Stat. 30), has requested the Presi-
im annually the third Friday of May of
National Defense Transportation Day, and
olution approved May 14, 1962 (76 Stat.
ested the President to proclaim annually
the week of May in which that Friday falls as National Transportation Week, as a tribute to the men and women, who night and day, move our goods and our people throughout the land and around the world.

NOW, THEREFORE, I, RICHARD NIXON, President of the United States of America, do hereby designate Friday, May 16, 1969, as National Defense Transportation Day, and the week beginning May 11, 1969, as National Transportation Week.

I urge our people to participate with representatives of the transportation industry, our armed services, and other governmental agencies in the observance of these occasions through appropriate ceremonies.

I also invite the Governors of the States to provide for the observance on National Defense Transportation Day and National Transportation Week in a way that will give the citizens of each community the opportunity to recognize and appreciate fully the vital role our great and modern transportation system plays in their lives and in the defense of the Nation.

IN WITNESS WHEREOF, I have hereunto set my hand this seventeenth day of March, in the year of our Lord nineteen hundred and sixty-nine, and of the Independence of the United States of America the one hundred and ninety-third.

RICHARD NIXON

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TRAFFIC CONGESTION: A CHALLEN

by

The Honorable John A. Volpe

Secretary of Transportation

Almost anything we do to improve our peacetime mobility will serve as a bonus should this country be faced with a national emergency. And if we don't take the necessary steps to improve our capacity to move people an we may find ourselves with a home-grow gency.

Already in some segments of our air s

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works we have reached or are approach-
point where what we might call the
ıg syndrome" sets in. At the exact point
tion, well-regulated traffic can still move
ıormally. Above that point, add even
ent—and this applies whether the sub-
irways, freeways, or even ocean road-
and traffic begins to queue disproportion-
behind the bottleneck. That one per-
n aggravates, slows or stops everything

sts vary but a commonly accepted pro-
that between 1967 and 1980 we must
double the total carrying capacity of
sportation network if we are to meet
or movement of people and goods.
et the long-range challenge, we are
ng our efforts in systems analysis, sys-
ming, and research and development,
larging and improving the physical
ıort-range, we are beating out brush
making spot improvements to increase
ng capacity of existing facilities.
eople know about the big programs and
of the Department of Transportation.
the small, less publicized ones have
g potentials.
f our projects involve little more than
ney"—to let the manufacturer, the
operator, and the consumer test a
pt, vehicle, or system.
ar, for the first time in our national
eam-powered buses will roll in the San
Bay area as part of a two-year demon-
Some critics rate this as a firm step
We are gambling that the techno-
w-how that can send MARINER 7 on
on-mile round trip to Mars can over-
laws of the Stanley Steamer. If we're
have taken a first step toward re-
pollution caused by mass transit.
power promises a secondary benefit
ng scarce petroleum in time of emer-

of Dallas has opted to engage in a
nnovative experiment — with buses
an external combustion engine using
a closed-cycle system to drive the
long history in refrigeration systems
Freon completely safe and non-toxic.
ine was developed by Kinetics Cor-
Sarasota, Florida. Engineering work
ne by the Vought Aeronautics Divi-

ABOUT THE AUTHOR

John A. Volpe was sworn in as the second Secretary of Transportation on January 22, 1969. A three-time Governor of Massachusetts, he has established a record in fighting for civil rights, consumer protection, natural resources, cultural resources and conservation. He also set many precedents in his State in education, public health, mental health, economic development, and increased efficiency in State government.

Prior to his election as Governor, he was named the first Federal Highway Administrator by former President Eisenhower. Serving in this position from 1956 to 1957, he became one of the architects of the $40 billion Interstate Highway Program.

Secretary Volpe was born in Wakefield, Mass., on December 8, 1908. Upon completion of high school he worked as a plasterer apprentice. He also attended night school for two years, then returned to the Wentworth Institute full time where he majored in architectural construction. In 1933 he cashed a $300 insurance policy, borrowed an additional $200, and went into the construction business. He closed down his business in 1943 and volunteered for duty with the Civil Engineers Corps of the Navy (Seabees) where he attained the rank of Lieutenant Commander.

After the war he reopened his construction business and later set up branch offices in Washington and Miami.

Former Massachusetts Governor, Christian Herter, appointed him as Massachusetts Commissioner of Public Works in 1953. In his nearly four years in office he undertook one of the largest highway construction programs in the State's history.

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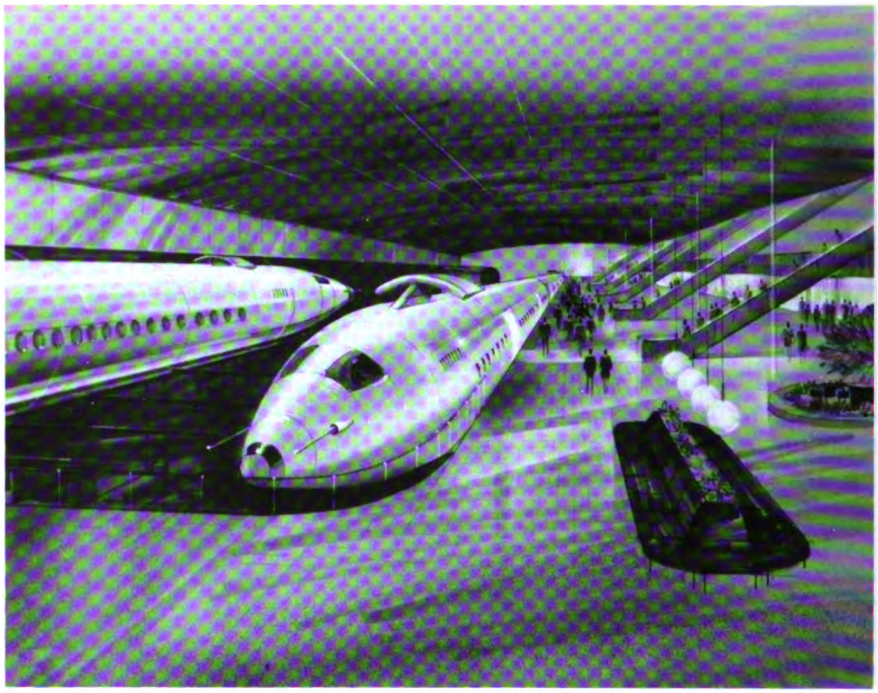

Interior of station for tubeflight (artists conception). Vehicle in fo has been transferred from main l loading platform as second vehi When ready to resume journey, station will be shifted sideways line.

sion of LTV Aerospace Corporation. The Freon engine was selected from several models studied because it reduced difficulties with freezing, lubricating, starting, and operating at high temperatures and pressures, all inherent in the early steam engines.

The Department of Transportation inherited interest in the unique "Project Tubeflight" being conducted at Rensselaer Polytechnic Institute in Troy, New York.

While we are working now—through study grants—to bring about a marked decrease in tunneling costs, the Rensselaer system, in which aerodynamically supported vehicles propel themselves in tubes at air transport speeds, can be installed either above or below ground.

A simpler system—but one which will require a tunneling-cost breakthrough—is the so-called Gravity Vacuum Tube (GVT) which will operate at high speed using a combination of gravity and pneumatic propulsion to shoot from station to station.

Both of these projects are in the early testing stages. Their attraction lies in the prospect of higher speeds and greater safety than can be attained by exposed high-speed ground vehicles. Underground transportation will also conserve valuable land space in congested areas.

These are but a few samples from a spread program that includes experime with elevated moving sidewalks, minic rental in the center city with provisi adaptation to an electronic control syste "dial-a-bus" to give commuters mass tran combines the convenience of taxi servic the economy of bus service, and many Not all of the plants sprouting from th money will be worth propagating. But tho are will add a new dimension to city a gional planning throughout the nation. will identify a market for manufacture we look to that cooperation between gove and industry advocated by President Ni carry on from there.

Even the Turbo and Metroliner high demonstrations between Washington and are little more than seed money projects trains are in operation now, and time w whether the public really does want rail ger service if it is fast and convenient; such service should be extended to simi ridors.

The trains are only one part of the Ne Corridor Transportation Project (NE which antedates the Department of Tr tation by about three years. The NECT

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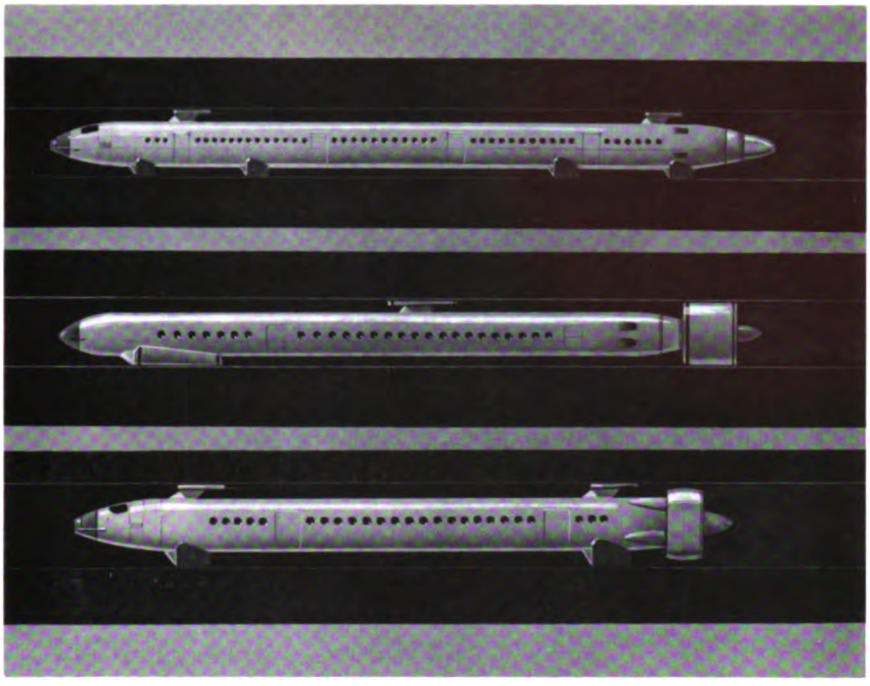

hicles like these would carry passengers at cruising speeds They would be supported by and would be propelled s by air taken in near the elled at the back in swirls opeller blades.

of regional transportation systems For several years now data have been analytical and simulation models on at the Bureau of Standards. A series tive transportation systems and serv- ing generated, based on demographic omic projections and considering re- ial and economic goals. The opera- aracteristics of each alternative are yzed for 10- and 20-year periods and nd benefits calculated. Each alterna- en be evaluated in terms of its effects m users, system operators, and upon nity at large. The high-speed ground s—Turbo, Metroliner, tracked air hicle, Project Tubeflight—are being to permit testing of unconventional proved existing means of transport today's conventional methods.

ject will not necessarily make recom- . It will identify alternative systems the choice to the planning agencies for tomorrow's transportation in the Corridor. If this proves as useful as will, the technique can be applied in politan corridors.

and the metropolitan corridors con- y of them pose perhaps the greatest challenge to the transportation planner. The Population Reference Bureau tells us the world's population is increasing at the rate of 132 persons a minute. By the turn of the century, the United States count will have increased 50 percent to 300,000,000—yet urban population will have doubled. From 80 to 85 percent of our people will be living in metropolitan corridors.

According to Wilfred Owen of Brookings Institution, it takes two and a half billion tons of materials every year to keep our cities going. That averages out to 22.5 tons for every urban dweller. No matter how it starts its journey, that tonnage ultimately reaches the consumer by truck or rail. And the farther the bedrooms of suburbia sprawl into the countryside, the farther away they push the farms, the forests, and the granaries that must supply the city center.

Someone has figured that to serve the ubiquitous hamburger and milkshake at a certain New Jersey roadside stand requires 30 truck trips totaling 7,141 miles. That is with pickles and onions. Without onions you save 405 miles.

As an American of Italian descent, I am determined to keep our transport capacity and efficiency up to where we can still manage onions on the menu.

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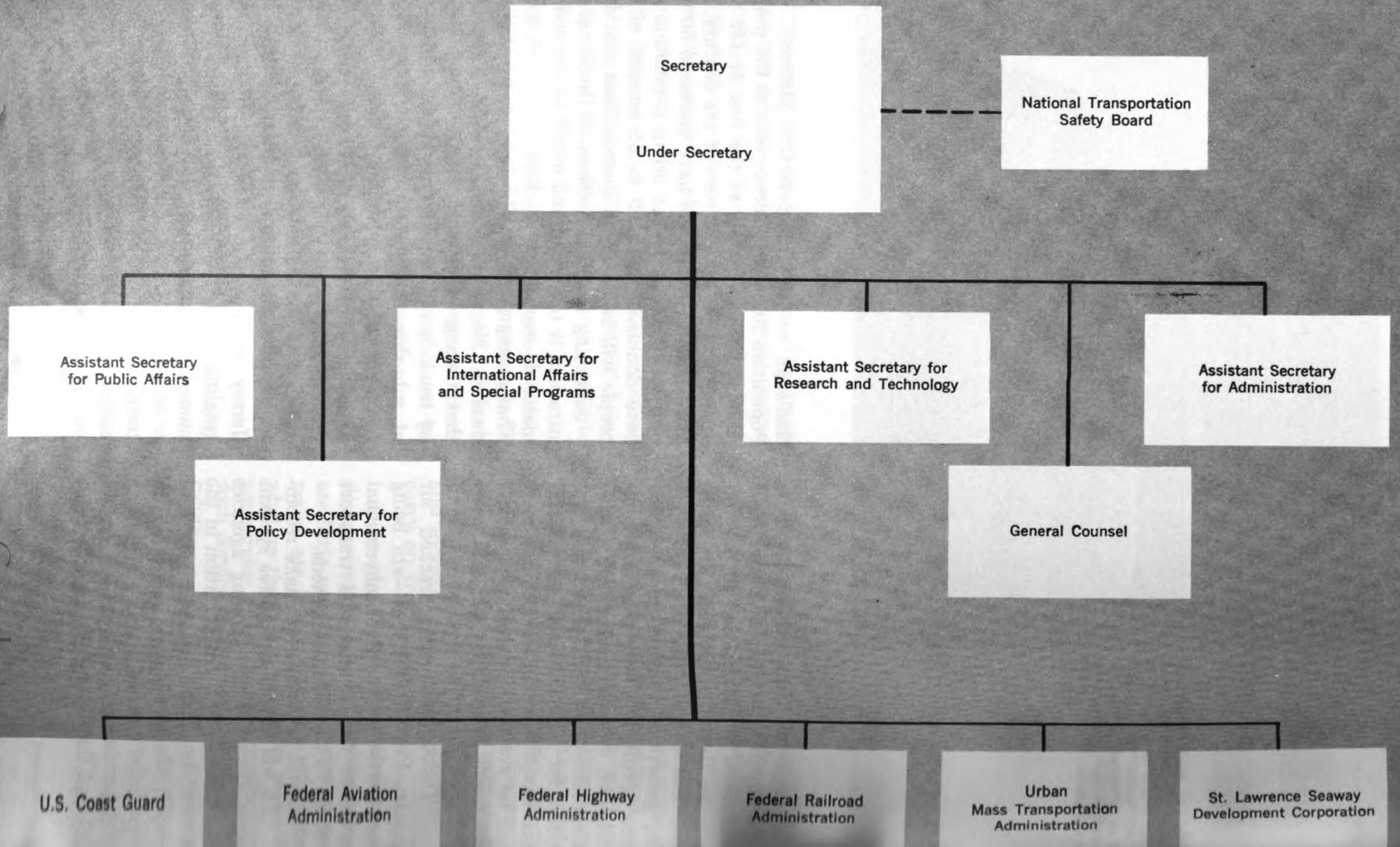
DEPARTMENT OF TRANSPORTATION



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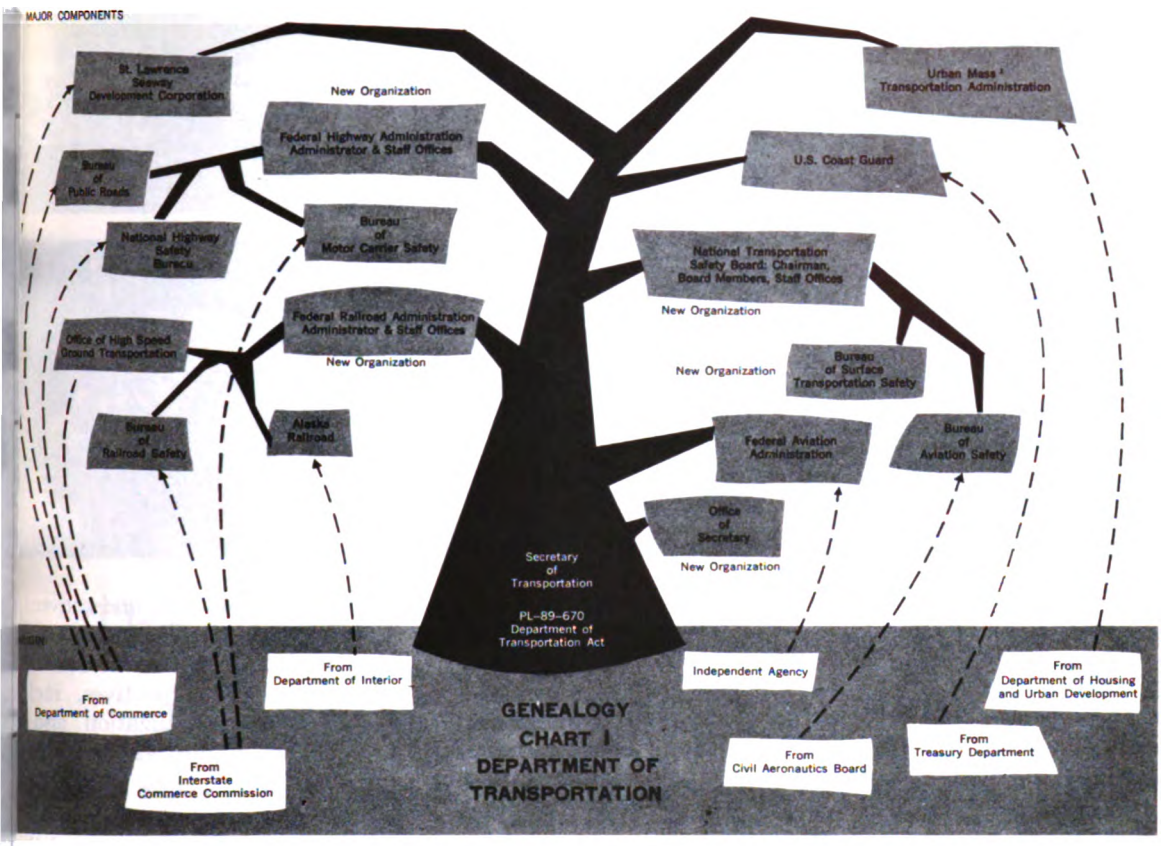

The Department of Transportation: What it is--What it Does

partment of Transporta- h is fourth in size among executive departments, nder one administrative vities formerly in more ffices throughout the Fed- ernment. It has some mployees, including the nd enlisted personnel of Guard, and its field forces t 3,000 locations in the tates and in 40 foreign The personnel of the nt of Transportation are a common endeavor—to he transportation of peo- oods.

olicy level are the Secre- Undersecretary, the General Counsel and the Assistant Secretaries for Administration, for International Affairs and Special Programs, for Policy Development, for Public Affairs, and for Research and Technology. The Department is largely decentralized—Administrators of the operative administrations report directly to the Secretary, rather than through an Assistant Secretary. The five-member National Transportation Safety Board is in the Department, but operates autonomously.

The six operating agencies which serve the various modes of transport are the Federal Aviation Administration (FAA); Federal Highway Administration (FHWA); Federal Railroad Administration (FRA); U.S. Coast Guard (USCG); Urban Mass Transportation (UMTA); and St. Lawrence Seaway Development Corporation (SLS).

On paper, the Department of transportation is a consolidation of the executive functions of the Federal Government pertaining to transportation. But in action it is the Federal Aviation Agency inspector in the cockpit of an airliner, checking the efficiency of the pilot and his aircraft; the Coast Guard rescue ship plowing through heavy seas to aid a vessel in distress; the lawyer drafting legislation on pipeline safety; The Fed-

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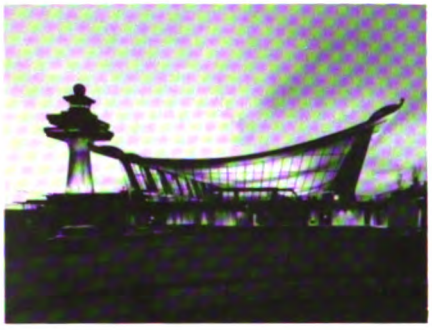

eral Highway Administration engineer devising new methods to relieve highway congestion. It is the economist and the land use planner anticipating the effects of a freeway or subway on neighborhoods and urban regions; officials of the Federal Railroad Administration planning for new, experimental high-speed rail service in our major population corridors; an Assistant Secretary addressing an international conference on transportation data exchange. The Department is also the Nation's timekeeper, administering the Uniform Time Act.

The Department of Transportation was officially activated on April 1, 1967 in public ceremonies on the Mall in Washington, D.C., bringing to fruition an idea planted 162 years earlier when Secretary of the Treasury Albert Gallatin proposed establishment of a Federal transportation agency. There were no automobiles then. No airplanes. Not even a bicycle. Yet the complications of public travel were already a national headache. The idea surfaced regularly but inconclusively from 1874 until 1966. Meanwhile land, sea, and air transportation developed independently, with only casual interrelationships. In 1966 Congress acted, creating for the first time one department to oversee all the transportation activities in the Nation.

The purpose of the new Department was stated in these words in the Department of Transportation Act, 1966 (Public Law 89-670):

● To develop national transportation policies and programs conducive to the provision of fast, safe, efficient, and convenie portation at the lowest c sistent therewith and wi national objectives, inclu efficient utilization and d tion of the Nation's resou

● to assure the coordin fective administration of t portation programs of the Government;

● to facilitate the deve and improvement of coo transportation service, to vided by private enterpris maximum extent feasible;

● to encourage cooper Federal, State and local ments, carriers, labor, and terested parties toward the ment of national transp objectives.

● to stimulate technolog vances in transportation;

● to provide general lea in identification and solu transportation problems; an

● to develop and recomm the President and the Cong approval national transp policies and programs to plish these objectives with f appropriate consideration needs of the public, users, industry, labor, and the defense.

"Across this country, whether it is the clogged up freeways that we have out in California, the Long Island Railroad not running on time to get the commuters into New York City; whether it is the air traffic congestion which many of us experienced last summer during the slowdown, or whether it is the future in terms of what our failure to handle some of our transportation problems with more foresight will mean to us, the American people are looking to this new department for some new ideas and planning which will make our cities in which most of us will be living —even more of us than at the present time—more livable in the future."—*President Richard M. Nixon, speaking to key members of the Department of Transportation in Washington.*

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transportation operations must mirror en-
ed management if we are to continue to lead
survive in an age of surging technology.

The Ocean Terminal: Vital Link in Defense Transportation

by

Roland L. Guyotte Jr.
Executive Assistant to the Commander, MTMTS

ng to military definition, "The Defense tation System consists of military-con- erminal facilities, Military Airlift Com- ıtrolled aircraft, Military Sea Transpor- ervice-controlled or arranged sealift and ent-owned or controlled ai- o- lard trans- ." The Defense Transportation System the armed forces of the United States they are deployed.

sic goal of the Defense Transportation Sys- e timely delivery of resources required to capability to accomplish approved military s, missions or tasks. Simply expressed the meet military delivery requirements. This at service to the customer is the paramount tion. Meeting the required delivery date DD" in military parlance—is the prime of the Defense Transportation System and o manage its component elements.

There are four major elements in the export transportation operations cycle. They are the *shipper*, the *inland carrier*, the transshipping *terminal* and the *over-ocean carrier*.

Military Export Control System

The proper functioning of the Defense Transportation System as an entity demands an effective interface between its components. MTMTS is that interface. MTMTS is the catalyst which coordinates the movement requirements of defense shippers, directs and controls the procurement and use of commercial transportation furnished by the inland carrier industry, manages and operates the ocean terminal service system, and arranges with sealift operators for onward movement overseas. This interface requires a cargo export control system for effective management of the flow of cargo into and through the ocean terminal. Without such a system,

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terminals could become congested, shipments frustrated, rail cars and trucks unnecessarily detained, ships delayed, and critical oversea required delivery dates missed. The Department of Defense has such a system.

The military export cargo control system is the product of almost 30 years of experience with different types of systems. The War Department in World War II was able to remove the trauma caused by World War I's port congestion problems by having in being, when war broke out, a centrally operated permitting system to regulate the port-bound movement of export cargo. From World War II onward many variations of export control systems have been tried. We like to think that each change was an improvement. However, the decision of Secretary McNamara in late 1964 to merge the ocean terminal management and operating function and the traffic management function probably did most to set the stage for creating the best system to date. The present system is good but with the rapidly changing technology—especially in the data communications field—further improvements are a certainty.

Historically, the terminal operator and the traffic manager have been at odds over the responsibility for regulating the flow of traffic into the ocean terminal. Each believes the movement control responsibility is his. Both agree that the concurrent arrival of export cargo in the port area and docking of the ship is the optimum situation. Both also are realists—they know that the optimum situation rarely happens. Hence, their contrary views on the responsibility for movement control.

That argument was solved by integrating traffic management and ocean terminal operations into a single agency—MTMTS. MTMTS was established within the Army because the Army is by far the largest defense shipper and user of ocean terminals . . . more than 60% of the ocean cargo transshipped by the military is Army-sponsored cargo.

Before giving a general picture of how the military export cargo control system works, the Department of Defense routing policy, which shapes military export cargo movement patterns and influences the selection of inland carriers and exit port terminals, should be understood. The Defense policy reads: *"Consistent with operational considerations of the interested military services and agencies, routing of export ocean freight traffic will be effected to obtain the lowest transportation cost to the oversea port of discharge designated by the agency or service owning or sponsoring the cargo, or to obtain the lowest delivered transportation costs by any available type or combination of services when through transportation service is available. Determination as to lowest overall cost routes will be made as shipments originate."*

What this policy means is that the routi cision by MTMTS is made only after conside of operational factors based on essential lo information furnished by shippers, MTMT oversea military commanders. Then cost f such as inland transportation costs and te charges, and ocean transportation costs and ocean carrier charges—as determined by M —are considered.

With the exception of the "through transpo service" cost comparison, which has just re been added to the policy statement because increasing through-bill container shipments, t fense policy on export cargo routing has re unchanged for many years.

The military export cargo control system tually a permitting system which regulates flow to the tidewater through an Export R In the system—because responsibilities for m movement control, terminal clearance, and rel are centered in MTMTS—MTMTS is th around which all participants revolve in the of acceptance and release cycle.

The sequence of system actions is quite s A shipper who is authorized to use the D Transportation System applies to MTMTS Export Release. MTMTS determines the m inland transportation to be used and selects th favorable terminal based on operational an factors, contacts MTMTS for advance bookin furnishes the Export Release to the shipper. S then arranges for transportation in accordanc routing instructions contained in the Export R and obtains clearance to ship into the desi ocean terminal.

Communication between major shippers MTMTS is, to a considerable degree, by aut data transmission facilities via a dedicated d network. Some of the routine processing of

Continued on page 20

ABOUT THE AUTHOR

Mr. Guyotte has been in the transportation field sinc early 1940s when he worked for the War Depart Commercial Traffic Division. He served with every mander of the Military Traffic Management Agency the Defense Traffic Management Service, and he ha the original interservice planning group which estab the Military Traffic Management and Terminal Servic Defense single manager traffic agency. He majors transportation at American University and participate the Brookings Institution advanced study program federal executives and supervisors. Mr. Guyotte ser the Army during World War II, rising from privat major in four years. He now serves as executive assi and is senior transportation advisor to the Comma MTMTS.

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managers of Eastern Area and commodity manager ives of government agen- the Department of Defense ıght together recently at on Partnership Day" in City. The conference, the conducted by EAMTMTS, ed by representatives from Navy, Air Force, Marine Defense Supply Agency. ies utilize EAMTMTS to move their military ship- e meeting was designed to forecast of the members' l future traffic management ts.

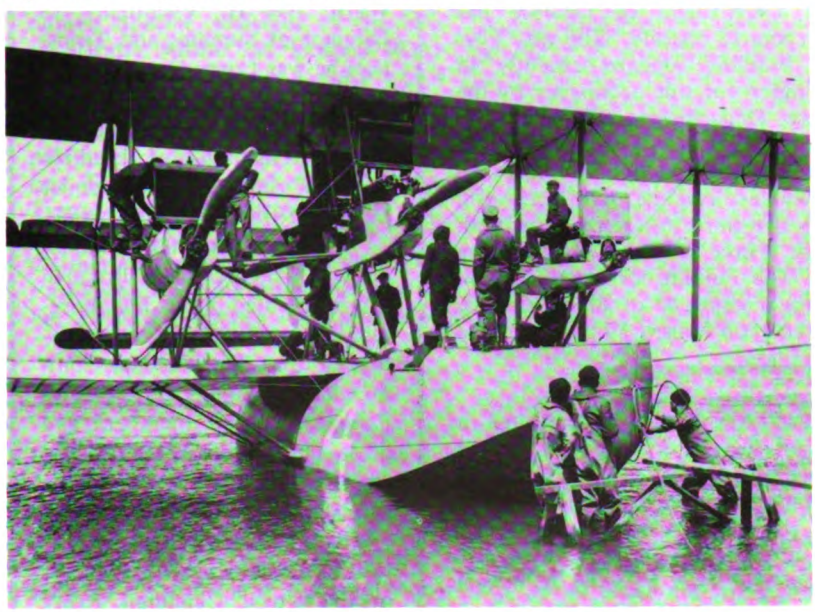
★★★

ıote of this year's national ike centennial celebration is Prologue." Railroad ıd the changing nature of y were emphasized during nce, which commemorated of the first transcontinental stem. The Golden Spike at Promontory Summit, 10, 1869. Highlight of ion was a colorful reenact- e original ceremony. The Park Service opened a sitors' center and museum a was dedicated as a Na- rical Site. Railroad execu- c officials, the press and story buffs were on hand nal insight into the Golden , see *The Twain Met At* p. 14, in this month's ANSPORTATION PRO-).

★★★

t General William F. Cas- will be succeeded as chief y Corps of Enginers by lerick J. Clarke, USA. rke has been nominated k of lieutenant general. ssidy, a member of the ice for 38 years, will step t 1, according to a White ıncement.

General F. J. Chesarek, Commanding General, Army Materiel Command, presents Distinguished Service Medal to Maj. Gen. Clarence J. Lang, Commander, Military Traffic Management and Terminal Service. General Lang earned the award during his previous assignment as Army Materiel Command's Chief of Staff.



The Navy and the Smithsonian Institution joined forces this month to commemorate the Golden Anniversary of Transoceanic Flight. Navy's NC–4 flying boat, which made the first flight across the Atlantic in May 1919, is currently being exhibited on the Mall in Washington, D.C.

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Newsreview

Brigadier General John D. Crowley, Western Area MTMTS commander since August 1966, has been named director of operations for the San Francisco Public Utilities Commission. He will assume the $35,000-a-year post this month upon retirement from the Army after 27 years military service. In his new post General Crowley will exercise control over four multi-million dollar city-run enterprises, including San Francisco Public Utilities Commission. He Water Department, the Municipal Railway and the Hetch Hetchy Water and Power System.

★★★

The Department of Defense has more room to operate. The new Forrestal Building, opened recently in Washington for sole occupancy by the Defense Department, will add 1.26 million square feet of office space. It covers 11 acres in three structures on Independence Avenue. The Army will occupy two-thirds of the building, with the Air Force taking the remaining third. The building cost $36 million and has a capacity of 6500 persons. The Pentagon houses 30,000 and cost $83 million.

★★★

United Air Lines has unveiled a new jet-shaped hanger at Wold-Chamberlain Field in Minneapolis. The hanger, a grid type steel hyperbolic paraboloid, conforms to the shape of Boeing 727 and McDonnel-Douglas DC-8 jet aircraft. The new hanger, termed a "minimum envelope," is operational for overnight aircraft maintenance.

Battelle Memorial Institute has undertaken a study to determine what economical and technological factors influence the decision to transport cargo by ship or plane. Under direction of Battelle-Frankfurt, the study is sponsored by 27 firms—23 European and four North American. The study team is concerned with what type goods moved in each direction across the Atlantic and why goods move by sea even though commodities may lend themselves better to air transport and vice versa. The institute hopes its conclusions will allow for projections through 1980.

Major General M. L. Brennan, OBE CD, Colonel Commandant of the Royal Canadian Army Service Corps, died in Ottawa on May 3, 1969.

General Brennan began his military career as a private soldier and rose steadily through the ranks while serving in the Royal Canadian Army Service Corps prior to, during and after World War II. Eventually, as Director of Supplies and Transport he was Corps Director. His final position was that of Adjutant General of the Canadian Army, at that time of the three principal staff functions under the Chief of the General Staff.

The post of Colonel Commandant, to which General Brennan was appointed after his retirement, is essentially of an advisory nature. The Colonel Commandant maintains contact with Corps units and members and advises the Head of Corps, the Chief of Defence Staff and the Minister of National Defence.

Two of General Brennan's brothers also served as officers in the Royal Canadian Army Service Corps.

The U.S. Army Combat ments Command recently its Aviation-75 study, an effort to see how aviation w the Army of 1970-1975. T first concern was to dete transportation requirements ture and the tasks aviation port. The command's report of the major development coming years will be the int of the AH-56 CHEYENN helicopter. Greater use of t lift helicopter for logistical also is envisioned.

★★★

The Nixon Administratio General Earle G. Wheeler, remain as Chairman of t Chiefs of Staff for another ye gress has been sent a joint r which would allow Wheeler tinue until July, 1970. He ha JCS for five years. Wheeler is on a one-year extended ment after having served t year tours.

★★★

General Howell M. Es USAF, commander of the Airlift Command, recently open MAC's newest term Yokota, Japan. The new p service facility will handl 35,000 persons each month serviced by a dozen comme lines in addition to military The terminal will be a port of ation and debarkation for personnel and their families or from Japan.

★★★

Motor vehicle speed on the open roads increased to 59 m hour on the average in 196 m.p.h. gain over the previo More than 480,000 vehicles volved in the study sponsore State highway departments a marized by the Bureau of Roads. The Nation has move each year since 1943. Speed o state Highway System segme 62.8 m.p.h., with Kansas lea states with a 68.4 m.p.h. aver

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eneral Howard F. Schiltz, right, will succeed Major General William N. Redling, ommander of the Army Transportation Center, Fort Eustis, Va. General Redling led to report to Washington, D.C. for an assignment with the Army Materiel . General Shiltz is presently director of distribution and transportation for AMC.

tates of Ohio and Indiana ied recipients of grants from artment of Transportation. eived a $736,000 highway int for the purchase of mo- ing simulators to improve ucation programs. Indiana h $439,300 grant for the es- at of a state police radio o assist in rapid retrieval of ords data. The grants were by DOT Secretary John A.

★★★

esentative of the American Associations has stated the ndustry "has gone just about it can using new equipment niques for hauling freight sent vehicle size and weight e association has called for go loads than allowed under ws.

★★★

proved CONEX container 000-pound load capacity has oped by the Army Materiel Current models can han- 000 pounds. The new conex ilt-in coupling devices that e containers to be joined foot unit. The three-in-one unit meets commercial rail, road and water carrier standards and can be lifted by cable sling. The triple unit has a gross weight of 44,800 pounds.

★★★

Alexander D. Gaither has been named Special Assistant to the Administrator within the Federal Highway Administration, a new post created to insure enforcement of recently-issued equal employment opportunity requirements for contractors on Federal-aid highway projects. Transportation Secretary John A. Volpe made the announcement. Gaither currently is Chief of the Equal Employment Opportunity Division of the Federal Highway Administration.

★★★

Major Edward A. Watkins, Jr., USA, has been named liaison officer for the Joint Chiefs of Staff at the Pentagon. He will coordinate actions of the Joint Chiefs of Staff which influence MTMTS responsiveness to the Defense Department transportation requirements. Maj. Watkins replaces Colonel James D. Lassetter, assigned to the Long Beach terminal.

The PLAINVIEW, world's largest hydrofoil, was placed in service at the Hydrofoil Special Trial Unit at Bremerton, Washington, recently. Not to be commissioned, the test vehicle will undergo a series of tests to examine the feasibility of large hydrofoil operations on the high seas. The craft may be used for anti-submarine warfare, hydrographic data collection, surveillance, search and rescue missions and escort duties. During hull-borne operations, the craft is powered by two jet engines at speeds of more than 40 knots.

★★★

The 1969 United Service Organization Gold Medal was presented to six commercial airlines and the Military Airlift Command. Each airline was cited for having safely airlifted more than 500,000 armed forces personnel to and from combat zones, military hospitals and bases throughout the world since January 1966. MAC is coordinator for the troop transportation program. The medal, highest awarded by the USO of New York City, was presented to Braniff International, Continental Airlines, Northwest Airlines, Pan American World Airways, Trans World Airlines and World Airways. In addition to the gold medals, special awards were given to 14 other airlines which safely transported 25,000 troops or more.

★★★

A report issued by the Federal Highway Administration says 1.5 million vehicles were recalled by automobile manufacturers in calendar year 1968 to check for potential safety defects. The report adds that domestic auto manufacturers conducted 109 recall campaigns involving a total of 955,484 vehicles. Foreign manufacturers conducted 28 campaigns involving 552,397 vehicles. Since the National Traffic and Motor Vehicle Safety Act of 1966 went into effect, 6,205,924 vehicles have been recalled. Not all vehicles recalled were faulty, but represent the extent of production runs within which manufacturers reported safety defects could have occurred.

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THE TWAIN MET AT PROMONTORY

by

Michel R. Scott

In 1832, few persons had seen a locomotive. But an anonymous writer in the *Emigrant* of Ann Arbor, Mich., suggested running a steam railroad across the United States. Eventually there rose from obscurity an unusual man, Theodore Dehone Judah, known popularly as "Crazy" Judah. Born in Connecticut, in 1826, he went to school at Rensselaer. He then worked in the engineering department of the New Haven, Hartford and Springfield Railroad, and later left to build bridges on the Connecticut Valley Railway. He then built the Niagara Gorge Railroad, a wonder of its time. In 1854 Judah went to California to work for a Mr. C. L. Wilson as chief engineer for a projected railroad between Sacramento a mining country of the Sierra foothills.

Judah, at 28, was industrious, competen opinionated. He wanted to build a transconti railroad. However, there wasn't a railroad an in California at this time. Judah went to wo built the Sacramento Valley Line, from Sacra to Folsom, California, a 21-mile run. In Feb 1885 it was completed and in use.

Judah's employers weren't interested in his continental railroad plan, since their prima terest was in making big profits quickly. Th him down as a crank. Judah solicited the s

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ESSAGE FROM THE GOLDEN SPIKE CENTENNIAL CELEBRATION COMMISSION

renville M. Dodge, Maj. Gen. U.S.A. (Ret.) yed as Chief Engineer for the Union Pacific Company, he wrote, on August 28, 1866:

ll the (United States Army) escorts from any rking parties would force us to discontinue us I cannot prevail upon the men to go into they have to without an escort; and I myself sider it safe or prudent."

MAS M. GOODFELLOW, CHAIRMAN
BLE FRANK E. MOSS, VICE CHAIRMAN
N H. MAZER, EXECUTIVE DIRECTOR
NORABLE WALLACE F. BENNETT
HONORABLE ALAN BIBLE
IORABLE DONALD G. BROTZMAN
HONORABLE R. R. BRYANT
NORABLE LAURENCE J. BURTON
IONORABLE GEORGE MURPHY
FRANCIS J. MELIA
HONORABLE JOHN E. MOSS
ROBERT L. PIERCE
ONORABLE BYRON G. ROGERS
HONORABLE JOHN A. VOLPE,
HONORARY MEMBER
)NORABLE WALTER J. HICKEL,
HONORARY MEMBER

Now, a hundred years later, the Golden Spike Centennial Celebration Commission welcomes the participation of the Department of Defense and the Department of the Army in commemorating the completion of the first transcontinental rail route to which they contributed so much.

Thomas M. Goodfellow

ians everywhere. This wasn't difficult, veryone in the State had some from back elt isolated from the rest of the United pular feeling turned in favor of Judah's the lecture platform and in the press, up his call for action. In September anized a Pacific Railroad Convention in co. A month later he went to Wasington ss and presented his plan. He captured tion of official Washington and had equal newspaper editors. Congressman John t Judah a room in the Capitol, where he "Pacific Railroad Museum." He was id spoke with conviction. He dispensed from his room in the Capitol, and would plan through Congress had it not been a major issue at the time. So Judah's ed aside until the next session. He then San Francisco, and turned in his expense he Pacific Railroad Convention—it was emark: "For printing bill and circulars, at was all. Judah had paid not only for k and forth to Washington, but all of penses.

return to California he began a survey through the mountains near the mining town of Dutch Flat. In the drug store there, he spread out a sheet of paper and wrote "The Articles of Association of the Central Pacific Railroad of California." Before Judah left the mining camp, he sold the drug store owner, Dr. Strong, a batch of railroad stock.

The next job was to raise more capital. He tried in San Francisco with little luck. Then he returned to Sacramento and enlisted the financial backing of a wholesale grocer, Leland Stanford; a drygoods merchant, Charley Crocker; and partners in a hardware store, Mark Hopkins and Collis D. Huntington. They liked the idea. A railroad through the mountains would give then monopoly of the traffic to the lucrative silver mining towns of Nevada. Wagons left Sacramento, bound for the new camps. Rates were exorbitant. Judah told his backers that the Government might very well grant land for the railroad right-of-way. They promised him the minimum cash necessary for incorporation.

Beginning in the muddy streets of Sacramento, Judah rapidly surveyed the route. By July his survey wound its way up the slopes of the Sierras.

Fall came around again. Judah returned to Wash-

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ington and reopened his "Pacific Railroad Museum." In it he showed off his brand-new Central Pacific stock certificates.

In April, the Civil War broke out. This proved the value of railroads, and Judah's chances for success improved.

President Lincoln signed the Pacific Railroad Act on July 1, 1862, and Judah then sent the following telegram to his associates in Sacramento. "We have drawn the elephant. Now let us see if we can harness him up."

According to the Pacific Railroad Act, the two companies were designated to construct and operate a railroad between Sacramento and the Missouri River, with a telegraph line on the same route. This same act incorporated the Union Pacific Railroad Company, with an authorized capital of $100 million. The Union Pacific was to construct an Iowa branch to the main line, and to build the main line from the 100th Meridian in the Territory of Nebraska (thus avoiding any States' Rights difficulties) to the California line. The Central Pacific was to construct that part of the road which lay in California proper. The first railroad to the California line was to build westward or eastward, until it met the other. The Government made land grants of ten alternate sections per mile of public domain on both sides of the line over the entire distance. Depending on the terrain, the Federal Government agreed to lend the companies five percent bonds in amounts ranging from $16,000 to $48,000 per mile.

Judah returned to Sacramento as a man of consequence. On January 8, 1863, the Central Pacific started building. Seven speeches were made and one shovelful of earth was turned on the levee at Sacramento. Judah was placed in charge of actual construction.

Judah never knew the full happiness of the fulfillment of his dreams. By terms of the Government act, the bonds were not to become available until the line had completed 40 miles of track. As events turned out, Judah and his backers took views on the construction of the 40 miles o Huntington and his group of businessmen t this first section as a nuisance they had to quickly, to obtain the Government subsid as possible. Judah felt that the first 40 mil be well-constructed. The two parties broke Big Four and their associates bought out $100,000. But he wasn't licked yet—he we York by ship to persuade the big financi perhaps the Vanderbilt group, to buy ou Four. But, a week after his arrival in N Judah died of yellow fever.

Glory, fame, profits and plaudits went t Four. Sixty years passed; Judah was for the world. But wait—there were some *em* the Southern Pacific, successor to the Pacific, who paid for a modest monume engineer and prophet. It still stands in Sa

Construction started on December 2, 18 Union Pacific's side of the line, at Omaha Francis Train delivered the main speech. with the Civil War on, labor and money we For a year and a half following incorporat Union Pacific, not even a foot of railroad been opened.

Since the construction contracts had bee there had been no activity on the project, Dey, chief engineer of the road, wasn't On December 7, 1864, he sent his resig General John A. Dix, the president of t Pacific. Mr. Dey was direct, as well as hon he wrote the president: "I do not appro contract for building the first hundred m Omaha west, and I do not care to have my connected with the railroad that I shall endorse the contract."

Mr. Dey was replaced by Grenville M. Army General, who had practical experien veying in the Midwest. He had also trade Indians and had some experience in fre overland. In his report *How We Built t Pacific Railway* (Government Printing Off he disclosed that Abraham Lincoln, then lawyer, had discovered Dodge sitting on of the Pacific House in Council Bluffs an ing to Dodge, "sat down beside me, an kindly ways soon drew from me all I kn the county west, and the results of my sances. . . . He got all the secrets that wer go to my employers."

The company which got the Union Pac on the construction of the railroad wes Mobilier, had nearly limitless powers. It signed for the purpose of letting construc tracts and for purchasing supplies and sell to the railroad.

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Mobilier provided money for several sur-
peditions by General Dodge, and cash to
expenses of ever-growing construction
y mid-September of 1866, 180 miles of
been laid, over a mile a day from the time
k charge. At Grand Island, Nebraska, the
ion point had been reached. By the last
year, the work crews had gone as far as
tte, Nebraska, Milepost 293.

thers, Daniel and Jack Casement, were re-
for the actual preparation of the railroad
ying of track. They were said to be small
tough, ruthless and competent, yet genial
They assembled over a thousand men
reds of teams. The railroad gangs were
f ex-soldiers from both sides of the Civil
immigrants from New York, former con-
ntain men, plains mule skinners, and
ey had no sooner started grading when
besieged by a horde of gamblers, alcohol
d female camp followers who set up con-
ar the railhead.

road company armed the work crews. It
own that the Indians did not want a rail-
s their buffalo country. Across much of
nd Wyoming all the way to Bitter Creek,
ften had to lay down their tools and pick
s. The Army also supplied men and arms.
w soldiers and so much territory, it was,
George Crook remarked, "difficult to sur-
Indians with one soldier."

ans gave the Central Pacific little trouble.
s and the Snakes were not nearly as war-
Sioux. One railroad official made a treaty
iutes and the Shoshones, when the Cen-
had begun building in their territory.
ington remarked, "We gave the old chiefs
good on the passenger cars, and we told
let the common Indians ride on the
whenever they saw fit." Such good pub-
with the Indians paid off handsomely in
ference.

ral Pacific's troubles were mostly those
d climate. The workers had to cross the
re reaching the desert. Judah, the chief
d been succeeded by Samuel Montague,
nsidered a competent man. Charles
e of the "Big Four" who had earlier
udah, set himself up as general contrac-
the roadbed and lay the tracks. He was
y those who knew him to be a "roaring
f the time, and was also said to have a
ity" in his choice of words.

thousands of men had come to Cali-
the gold rush of 1849, the number of
into the State had since dwindled.

There was no longer enough labor left in California for heavy construction of the railroad. So Crocker tried, without success, to bring in Mexican laborers. Undaunted, he turned to another source of manual labor, the Chinese. Who would have thought that the Chinese, most of them hardly over 110 pounds total weight, could do backbreaking manual labor of that type? How could they stand the rugged weather in the Sierras, and also do heavy work? Crocker decided to hire fifty. The Chinese quickly set up a neat and smooth-running camp. They turned in, and when the sun came up the next day the Chinese were already hard at work. Within hours, Crocker telegraphed Sacramento for more Chinese. Within six months over two thousand Chinese were swarming over the railroad with characteristic enthusiasm. More were brought in. This time they were directly imported from Canton. Some 6,000 of them were at work by mid-1866. It took a year to drill through a quarter-mile of granite in the Sierras. This became Summit Tunnel. The new explosive called nitroglycerine, made on-the-spot by a Swedish chemist, was used.

For six months, snow fell almost continuously. This interfered with the work being done at the 6,000-foot level. Soon 15 feet of snow covered the right-of-way, with drifts up to 30 feet. It took the combined power of five locomotives and a snowplow to clear the track. On at least four occasions, avalanches had swept an entire camp, with buildings and men, into a canyon, where they remained buried until spring.

By June 1868, the tracks ran from Sacramento to the State's borders. This gave the railroad a chance to send heavy freight trains over to the eastern slope and down the mountains to Nevada, where supplies were needed to build across the Nevada desert. By this time the Union Pacific rails had crossed the summit of the Rockies at Sherman, Wyoming. Competition was now very keen, with each railroad want-

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ing to out-build the other, to secure the coveted Government bonds and land grants. Each railroad even had surveyed the lands where the other was to build its right-of-way. As a result, the Union Pacific's engineers had surveyed its route ahead nearly as far as the California border. The Central Pacific had chosen a route several hundred miles east of Ogden, Utah. The graded routes paralleled each other for long distances. The Irish of the Union Pacific actually battled it out with each other by rolling boulders toward each other and even engaged in gun battles. Finally, the decision was made in Washington to select Promontory Point, a site six miles west of Ogden.

By March the Central Pacific reached its junction point, although May 8 was the *official* date of junction. However, there was to be trouble, a dispute over wages. The men uncoupled the railroad vice-president's car from the train, and demanded their pay. They told the vice-president at gunpoint that if his telegrapher wired for help, then both he and the telegrapher would be shot. The vice-president then complied with employee demands and work resumed. On May 2, 1869, the track was finished, and the special tie, made of polished California laurel wood, was set in place. This was the tie into which the Golden Spike would be driven.

From the East and West came special trains, bearing dignitaries. The first arrived from California, and had to wait a few days since the train coming from the east had been held up by floods. Promontory was a sorry sight to those people in the waiting California train. In the words of one reporter of the time, it was "drenched and forlorn in a driving rain, its sodden streets an extensive mudhole, colored bunting hanging limp and dripping across the facades of its wooden shacks."

Everyone waited for the Union Pacific train to appear. Their patience was finally rewarded with the screech of the Union Pacific whistle down the track, and finally, the train itself, out of which clambered all manner of dignitaries.

It was now May 10, 1869. The celebration itself was set to begin.

The American flag was raised by Mr. F. L. Van Denburgh, on the telegraph pole near the junction at 7:00 a.m. The weather was ideal. It was sunny, with a slight breeze and a few clouds. The temperature was 69 degrees in the shade of the Central Pacific telegraph car.

The location, Promontory, was also called Promontory Summit, and Promontory Station. It was an arid plateau in the Promontory Mountains just north of where the range juts southward into Salt

Lake. The basin is about 10 miles in dian is surrounded on three sides by peaks, cov sage brush and wild grass. Water, on that to be transported some eight miles to t where the tracks were joined by the Golde The track leading to the point where the Spike was driven ran from southwest to through the basin and fairly near the east At the point of joining, the rails ran alr north and south.

Both railroads had built switches at the Union Pacific also had laid out a "Y". By May 10, 1869, each railroad company had two locomotives and their coaches. At the the ceremony, about 20 tents and other had been set up on both sides of the track

The actual joining point was the highes the roadbed in the Promontory Basin and than three miles eastward of the end of track laid by the Chinese in one 12-hour day. That track was 10 miles and 58 feet l junction point was also some few miles s west of the northernmost point reached by tween Omaha and Sacramento. At the poi the ground was level, especially beyond the while on the eastern side a photograph show of approximately three feet, probably mad grading for the laying of track at that point

That portion of the track known as th Rail" was the center of the scene. The tele table and key were nearby, and these we give him an unobstructed view of the dr the last spike, at which time he was to send the telegraph wire the exact moment of th Beyond this, however, no program or arran had been made for the celebration. In fact, things appear to have been previously dete The Western Union transmission of the blo to the special spikes, and the fact that thi be carried out at noon.

There had, as mentioned before, been dee between the two railroads. It was alleged thi Mills, for Central Pacific, and General Do

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ion Pacific, had conferred for more than an
d a half to agree on a joint program. Each
his own way. Dodge insisted on having his
parate celebration of driving the last spike.
ıdlock was finally broken by Stanford and
the highest-ranking officials of the two lines,
nutes before the ceremony was begun.

the linkup of both engines face-to-face, it
orted that "Cheers now or during this period
tily given for the new road, for both lines,
fficers and directors of each system, for the
n, the flag, for the President in Washington,
adies, and no doubt for other persons and
(!)

ne of driving the Last Spike was 12:45 P.M.
ory time. In Washington, D.C., it was
:47 when the telegraphed message signal-
ıe" was received. Dispatches of the period
o the time of the exact moment when the
was driven.

len, reporters learned that the U.S. 21st In-
ıs on its way to the Presidio of San Fran-
ıey reported five companies, a surgeon, a
aster, and also a few calvary officers as
sent. The Camp Douglas regimental band
also.

ıry of Lieutenant J. C. Currier of Company
the following account:

ıve just witnessed the laying of the last
ds began assembling at 7 a.m. There were
housands present and ceremonies were
ith a prayer by a minister from Mass. A
ood tie, beautifully polished and appro-
ngraved was then brought and placed in
y the highest officials of each R.R. A spike
ıs then produced with a silver hammer. A
wire was attached to the spike—at a given
e, two, three strokes were made with the
mer. The telegraph wires were so arranged
ıps were flashed to all parts of the U.S. so
thousands in all the great cities knew the
ıid and the R.R. complete. Truly it was
trip from New Hampshire alone to see this
evement. Two beautifully decorated en-
of each road, advanced until the guards
the engineers climbed out and broke a
champagne across the space and shook
ttie (Mrs. Currier) and I were permitted
stroke—I used my sword hilt. Our regi-
hed up and stood at parade rest while our
ere taken, then our regimental band

ve as it was to the lieutenant, the cere-
rtheless had its anxious moments. At the
actual pounding of the Golden Spike into
the laurel-wood tie, California's Governor, Leland Stanford, raised his hammer to strike a forcible blow. He swung—and missed the spike entirely. The telegraph operator, a man of some presence of mind, simulated that blow with his telegraph key, thus letting the world know that the Golden Spike had been driven.

Later, both railroads learned that Promontory wasn't the ideal location for the junction, and it was moved to Ogden. Promontory became a railroad siding. Even that wasn't effective, since water had to be transported from Ogden or Corinne. The town of Promontory began to gradually fade out of the picture. In the late 1890's dry farming, coupled with artesian wells, was tried, but the completion of the Lucin Cutoff across Great Salt Lake in 1903 finally delivered the death blow to the little town. The last scheduled passenger train service to Promontory ended in April, 1940. Finally, the destruction seemed complete when it was decided to take up even the tracks during World War II and melt them down for the war effort.

Years passed, generations came and went, but Promontory was never *quite* forgotten. Then, the time came to plan the commemoration of that event a century ago. It was decided to reenact, as faithfully as possible, those events of 1869. Accordingly, on May 10, 1969, on tracks installed for the occasion, replicas of those mighty locomotives of a bygone era will face each other at Promontory. To add to the allure, the original Golden Spike and Silver Maul, loaned by the Stanford University Museum in California, will be employed.

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Ocean Terminals

Continued from page 10

computerized with even more sophisticated innovations scheduled for implementation by 1970.

The basic in-house computer support in MTMTS is supplied by third-generation computers located at our export releasing centers in Brooklyn, New York, and Oakland, California.

Ocean Terminal Management And Operations

MTMTS is responsible for providing common-user ocean terminal service within the United States to all military shipping agencies . . . the Army, the Navy, the Air Force, the Marine Corps, the Defense Supply Agency, and other components of the Department of Defense.

The ocean terminal is a vital link in the Defense Transportation System . . . indispensable to through movement and critical to the military in times of emergency. The role of the ocean terminal is being emphasized here more than is usual because unfortunately the importance of the terminal's contribution to the total system is not fully appreciated outside of the transportation profession. This emphasis on the ocean terminal is not intended to minimize or to detract from the importance of other aspects of the Defense Transportation System but rather to stress the interdependence of all components of the total system.

An ocean terminal has been very simply described as a place where the transfer of passengers and cargo between inland and ocean carriers is effected, together with the installations, manpower and equipment needed to make the transfer. Stated differently, an ocean terminal is the connection that links land and ocean transportation systems and unites them into a single transportation movement chain.

While the terminal workload is but one measure of the size, complexity and importance of the ocean terminal operation, it is a program indicator. For that reason a few figures are cited.

During FY 1968, the Department of Defense transshipped over 21 million measurement tons . . . 21,730,600 MTONS to be exact . . . of cargo through ocean terminals in the United States. This represented an increase of 895,100 measurement tons or a 4.3% increase over the previous year's tonnages. Of the total transshipped, outbound or export cargo totaled over 19 million measurement tons and inbound or import cargo amounted to over 2 million measurement tons.

General cargo accounted for almost half of the tonnages transshipped . . . 45.9% or 9,974,90 urement tons.

Another 20.3% consisted of *vehicles*, in 10.7% of government vehicles exceeding RO/RO and tracked vehicles; 3.9% of 5-ton government vehicles; and 5.7% of privately vehicles.

The remaining 33.8% consisted of: *amm* —11.6%; *reefer cargo*—3.3%; cargo *transp* 4.1%; *household goods* and *baggage*—2.2 boxed aircraft—2.0%; and cargo vans—10.6

Over 14 million of the 18.7 million measu tons of export cargo was outloaded for So Asia destinations.

The figures just given provide some idea magnitude of the ocean cargo terminal mana operations task of the Department of Defens over 11.4 million MTONS transshipped t U.S. water ports for the first six months of F reveals that defense cargoes have not yet pe the plateau leveling off point.

MTMTS commands or manages two ca of ocean cargo terminal operations.

The first and most important category mobilization standpoint is the military oce minal. Military ocean terminals are opera MTMTS for the account of all Department fense agencies. Two of these military oce minals . . . the Military Ocean Terminal/B on the Atlantic Coast and the Military Oce minal/Bay Area on the Pacific Coast in the O San Francisco area . . . are gateway ports wh mary function is to provide interchange of cargo between land and water routes. The rem two military ocean terminals under MTMT mand . . . the Military Ocean Terminal/Sunny at Southport, North Carolina, and the M Ocean Terminal/King's Bay in St. Marys. G . . . are special-purpose ports whose primary tion is the shipment or receipt of ammuniti explosives. Sunny Point is currently handli largest volume of military ammunition. King is presently in an inactive stand-by status.

The second category of MTMTS ocean te operation consists of arranging for terminal s at all water ports other than at the military terminal facilities in the first category. This category includes directing and controlling t eration of common-user capacity available a tidewater depots with or without an MTMT minal unit located on site. The MTMTS op at the Seattle Naval Supply Center is an ex of this type of operation.

Another type falling in this second categ

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alled "outport." This operation is managed TMTS activity which provides terminal through a commercial contractor rather ough a military operator. It may be located ernment installation as is the Gulf Outport Orleans, or in commercial facilities such as imore Outport.

TS also operates detachments as subactivi- ort complexes where there is insufficient warrant a larger terminal unit. Beaumont, nd Gulfport are locations where MTMTS nts are located.

lso uses the naval facilities at Concord, ngor, Washington, and Earle, New Jersey, ip ammunition and explosives.

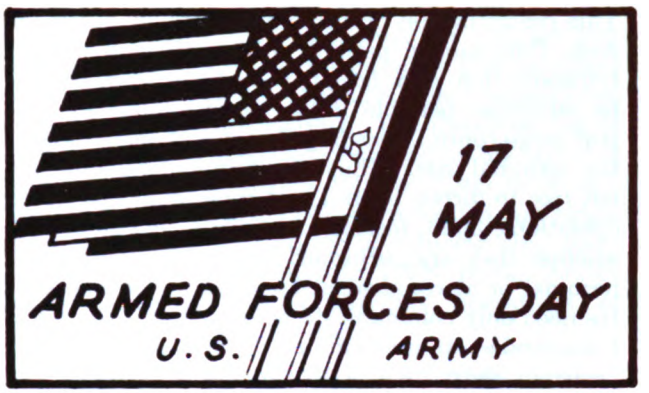
her MTMTS is involved on a regular basis terminal operations at nearly 20 locations terminal operator, as a user of Navy tide- ilities, or as a contracting agency.

S became operational on the first of July, ring the fiscal year preceding MTMTS, llion MTONS of military cargo were out- ough ocean terminals in the United States. e same period, 69% of all export cargo nder the military export cargo control sys- transshipped through military terminals through commercial terminal facilities.

MTMTS was established the military- erminals in New Orleans and in Hampton irginia, and Brooklyn, New York, have d as a result of Department of Defense before MTMTS was established. These onfirmed the existence of tremendous ex- n terminal capability available to the nder peace-time and mobilization condi-

FY 1968—of the 19.7 million MTONS y cargo outloaded—approximately 52% ough military terminals and 48% moved mmercial facilities. While the military nmercial ocean terminal operation ratio m 69% in FY 1965 to 52% in 1968, the of these percentages to the increased s in FY 1968 reveals that in FY 1968 ean terminals handled more than twice nd tonnage transshipped through military inals in FY 1965. In fact the outloadings y ocean terminals in FY 1968 surpassed 5 outloaded cargo—through both military rcial terminals—by more than 46%.

re significant is the evidence of com- an terminal capacity to support military ts. The defense tonnage handled through pier facilities in FY 1968 not only ex- ilar FY 1965 tonnages by almost 332%



but also surpassed all FY 1965 export tonnage by more than 35%.

Were it not for the need to support Naval vessels putting in at Navy Supply Centers for resupply, handle classified cargoes requiring specially cleared personnel, provide training to transportation personnel who will be assigned to duties in overseas areas, and assure rapid response under emergency conditions; it is apparent that Department of Defense requirements for port facilities could be met almost exclusively through use of commercial terminals.

In the MTMTS concept of ocean terminal operations the terminal is a temporary site for interchanging cargo between inland carriers and ocean carriers. It is not a storage depot or a holding point except for booked cargo. Our export cargo control system is designed to prevent unneeded or unwanted cargo from entering the port complex. The terminal is regarded as a narrow funnel through which traffic must flow smoothly otherwise the entire transportation system will become clogged up and movement will come to a standstill.

In times of emergency, holding and reconsignment points may be activated for temporary storage of port-bound traffic which cannot be held at producers plants, which is frustrated either en route or at the water's edge, or which must be diverted because of ocean shipping or other difficulties. However, in normal times arrangements other than early shipment to terminals must be made.

In MTMTS the traffic management or movement control functions are separated from the physical operation of the terminal to avoid the age-old manager-terminal operator conflict that prevailed before MTMTS. Under this concept, responsibility for all terminal operations is assigned to an MTMTS Area Commander. The Area Commander, who is also responsible for traffic management operations and movement control within his area, also supervises the management and operation of terminals within his area. Actual operations are managed by an on-site military commander or terminal director.

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This centralization of authority under an MTMTS Area Commander permits more judicious use of transportation and terminal facilities than would be otherwise possible if the responsibility for export cargo control were fragmented and performed at the terminal site. Thus the terminal operator is left free to direct, control and superintend physical operations, plant, facilities, activities, and staffing—whether they are performed at a military-operated terminal or at commercial facilities under contract. He need only communicate with his boss—the Area Commander—if problems or difficulties arise. His principal duty then is to provide or arrange for terminal service to include receipt, transit storage and marshalling of cargo, loading and discharge of ships, and preparation of required documents. Ocean terminal operations and services are industrially funded and users of the Defense Transportation System are billed for terminal Services provided by MTMTS incidental to the handling of their cargo at port between inland and ocean transportation.

Fixed prices in the form of predetermined billing rates are used to bill customers for cargo handling costs. There rates are established by commodity and billing areas for export and import cargo transshipped through MTMTS facilities. I aimed at recouping all costs of handling cluding applicable overhead. Billing rat used to route traffic.

The industrial fund system is an equi tem . . . the cost to the shipper for termir is proportionate to his use of the terminal

The handling of general cargo and th stowing and documenting of cargo at an minal represent a science developed hand with port terminal deevlopment which go early recorded history, perhaps to 3500 BC archaeology is bringing to light records tures which indicate that our forebears the principles of port terminal operations ing the various steps for handling cargo be car or truck and stack in the pier shed pier, between shed and shipside, and shi hold and the great variety of cargo handli ment and the articles of regular steved would entail writing an article much lo this.

Hand trucks, four-wheel trailers, tractor lifts handle all but a small fraction of th cargo that moves across piers. Of these, th

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of ever larger importance in the general eration. The fork lift is most often used ets. The pallet is of fairly recent invention, ck only 36 years. The story is that in 1932 ck salesman, working with officials of a e in New Orleans, discovered that by mail- across the bottom of a cargo skid, multiple owage was possible. This elementary in- increased the productivity of longshoreman inal labor alike, and simplified the check- illying of cargoes.

g the requirements of the oversea com- as stressed at the outset as the paramount tion of the Defense Transportation Sys- importance of meeting the "RDD"—the quired delivery date—was accented. But l does it do to meet RDDs if—upon its the oversea discharge port—cargo cannot ed promptly because of documentation, oading, or for any other reason?

great extent difficulties in the oversea port area can be avoided or minimized roper coordination and understanding be- terminal operator in the U.S. and the mmander. MTMTS has been in the closest ntact with our Armed Forces representa- etnam since the earliest days of the escala- utheast Asia. Through briefings, confer- tings, interchange of personnel on tempo- , and joint action control procedures, and U.S. military commands in Vietnam gether in an attempt to meet RVN priori- id operating requirements and to alleviate As a matter of policy, MTMTS has as- kloads on this side of the water to pre- loads in the off-shore terminals.

terminal operator in the U.S. has fallen f processing cargo, loading ships, and nanifests to meet the special requirements imes unusual requirements . . . of the Forces in RVN. MTMTS ocean terminals nded to the requests of MACV to assist g the efficiency and increasing the cargo ate in Vietnam and in eliminating con- l prolonged delays to ships. One of the cant contributions of the MTMTS ocean solving the limited unloading and trans- apacities in Vietnam has been the adop- "full shipload—single port of discharge" gram.

er, 1965—as ship congestion in the Sai- ea was nearing its peak—only 7% of the from the U.S. West Coast discharged at etnam port. As the result of the loading ort discharge policy, during FY 1966, MTMTS outloaded 285 full ships for a single port of discharge. Single port loading is now standard operating procedure in MTMTS when oversea commanders desire such loading. The increased use of this technique is aptly demonstrated by the fact that during FY 1968, out of a total of 1,309 ships outloaded by MTMTS, 1,042 were loaded for single port discharge. This policy is reducing ship turnaround time dramatically in RVN ports, though complicating the cargo handling operations of MTMTS at the ocean terminals.

Complementing the single port loading program are related MTMTS programs designed to ease the strain of terminal operations in a combat theater. They include block stowing of ships by unit or port in order to permit easy identification and rapid discharge of cargo; repacking of susceptible cargoes in water-proof wrappings, making maximum use of deck space for cargo susceptible to deck loading; and forwarding of machine printouts of hatch lists and ocean manifests to MACV for all Vietnam-bound cargo loaded at MTMTS terminals. These are mentioned to reinforce the previous statement that the requirements of the oversea commander are the prime concern of MTMTS and the other elements of the Defense Transportation System.

Looking to the future in ocean terminal operations, a philosophical note is in order. There will be increasing reliance on containerized and other through-movement systems, some of which are not yet on the drawing boards. The C–5A will impact heavily on conventional transport methods and modes. Surface cargo loads will shift to air transportation to an extent unknown. Terminal complexes will emerge in the hinterland to supplement and in some instances to replace ocean terminals. Historical ocean terminal operations and interests will be shaken.

With changing and improving transportation must come realistic reappraisal of the roles of the different transportation modes and their components. New concepts must be developed and assessed. The need for each type of operation must be tested and justified in light of changes real or imagined. Our transportation operations must mirror enlightened management if we are to continue to lead or even survive in an age of surging technology.

I for one firmly believe that the same attributes and characteristics that produced the greatest if not the perfect transportation system on earth will provide the bases for leadership and regeneration if we do not become complacent. I believe there will be a dynamic role in the future for the dynamic traffic manager, the dynamic terminal operator, and the dynamic carrier.

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MTMTS ANNOUNCES MOBILIZATION DESIGNEE PROGRAM VACANC

Challenging opportunities are available to U.S. Army Reserve officers within the Military Traffic Management and Terminal Service Mobilization Designee Program. Current vacancies existing throughout MTMTS are listed below. Applications for the positions may be submitted to the Commanding Officer, U.S. Army Administration Center (USAAC), ATTN: AGUZ-RA-SM, 9700 Page Blvd., St. Louis, Mo. 63132, on DA Form 2976, Application for Mobilization Designation Assignment. These forms may be obtained from Army Reserve Centers, USAAC, or Headquarters MTMTS.

Headquarters, MTMTS, Washington, D. C.

Judge Advocate, two majors, 8103, JA; Military Police Officer, major, 9110, MP; Assistant Division Chief, major, 2200, AG; Staff Transportation Officers, three lieutenant colonels, 0692, TC; Staff Transportation Officers, three majors, 0692, TC; Marine Casualty Investigator, lieutenant colonel, 8127, TC; Terminal Operations Officers, three lieutenant colonels, 0815, TC; Real Estate Officer, major, 4312, EN; Staff Transportation Operations Officer, two lieutenant colonels, 0692, TC;

Headquarters, Eastern Area, MTMTS, Brooklyn, New York

Specialist Project Officer, major, 0694, TC; Transportation Staff Officer, thirteen majors, 0693, TC; Transportation Staff Officers, six lieutenant colonels, 0692, TC; Passenger Transportation Officer, lieutenant colonel, 0694, TC; Procurement Specialist, major, 4310, TC; Transportation Staff Officers, three colonels, 0692, TC;

Military Ocean Terminal, Bayonne, Bayonne, New Jersey

Fiscal Accounting Officer, major, 6101, FI; Movement Control Officer, lieutenant colonel, 0612, TC; Plans and Control Operations Officer, lieutenant colonel, 0815, TC; Marine Maintenance Officer, captain, 0741, TC; Terminal Operations Officer, major, 0815, TC; Ordnance Maintenance Officer, captain, 4800, TC; Maintenance Officer, captain, 4805, OD; Wheeled Vehicle Maintenance Officer, captain, 0605, TC; Auto Maintenance & Repair Officer, captain, 4805, OD; Division Chief, colonel, 2624, TC; Staff Transportation Officers, five majors, 0692, TC; Staff Transportation Officers, 2 colonels, 2625, TC; Staff Transportation Officers, 4 colonels, 0692, TC; Staff Transportation Officers, three lieutenant colonels, TC;

Military Ocean Terminal, Sunny Point, Southport, North Carolina

Chief Medical Officer, major, 3100, MC; Transportation Movement Officer, major 0694, TC; Transportation Movement Officers, three captains, 0694, TC; Staff Logistics Officer, major, 2625, TC; Staff Engineer Officer, major, 7010, EN; Equipment Specialist, major, 0694, TC; Division Chief, colonel, 0692, TC; Chief, colonel, 2624, TC; Transportation Staf major, 0692, TC; Staff Transportation Offi colonels, 0692, TC; Staff Transportation Offi majors, 0692, TC; Staff Transportation Offi tain, 0692, TC;

Military Ocean Terminal, New Orleans, New Orleans, Louisiana

Legal Assistant Officer, captain, 8103, JA; F counting Officer, major, 6101, FI; Transportati ment Staff Officer, major, 0694, TC; Movement Officer, lieutenant colonel, 0612, TC; Operation major, 0815, TC; Transportation Movement major, 0694, TC; Marine Maintenance Officer, 0741, TC; Operations Officer, major, 0875, T minal Operations Officer, major, 0815, TC; Maintenance Officer, captain, 4800, TC; Mai Officer, captain, 4805, OD; Wheeled Vehicle nance Officer, captain, 0685, TC; Auto Mainte Repair Officer, captain, 4805, OD; Engineer Eq Maintenance & Repair Officer, two captains, Division Chief, colonel, 0692, TC; Division Ch onel, 2624, TC; Staff Transportation Officer, li colonel, 2162, TC; Staff Transportation Offi tenant colonel, 0692, TC; Staff Transportatio colonel, 2625, TC; Staff Transportation Officer 0692, TC; Staff Transportation Officers, two 0692, TC;

St. Louis Field Office, EA MTMTS, St. Louis, M

Personnel Staff Officer, major, 2260, TC; P Officer, major, 2200, AG; Administrative Officer 2120, TC; Staff Transportation Officers, four 2625, TC; Branch Chief, major, 2625, TC; Staf portation Officers, two majors, 2623, TC; Staf portation Officers, two lieutenant colonels, Staff Transportation Officer, captain, 0612, TC portation Staff Officer, major, 0692, TC; Staf portation Officers, two colonels, 2625, TC; Staf portation Officers, four colonels, 0692, TC Transportation Officers, six captains, 0692, T Transportation Officers, five majors, 0692, TC

Headquarters, Western Area, MTMTS, Oakland, C

Staff Transportation Officer, lieutenant colone TC; Staff Transportation Officers, three majo TC; Field Transportation Officer, captain, 0 Procurement Officer, lieutenant colonel, 4320, T curement Officers, two majors, 4320, TC; Cargo major, 0804, TC; Cargo Operations Officer, majo TC;

MTMTS Liaison Office, Everett, Washington

Staff Transportation Officer, major, 0692, TC Transportation Officer, major, 0692, TC;

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TMTS Liaison Office, Santa Rosa, California

ty Commander, lieutenant colonel, 0692, TC; ransportation Officers, two majors, 0692, TC;

ern California Outport, Long Beach, California

Officer, captain, 0804, TC;

y Ocean Terminal, Bay Area, Oakland, California

itions Officer, Captain, 0815, TC; Transportation ent Officer, captain, 0694, TC;

& R Point, Sharpe Army Depot, California

torate Director, lieutenant colonel, 0612, TC; Chief, Major, 0612, TC; Transportation Freight three captains, 0612, TC; Warehouse Officer, 0612, TC;

H & R Point, Barstow, California

Commander, colonel, 2019, TC; Directorate Director, lieutenant colonel, 2025, TC; Directorate Director, lieutenant colonel, 0612, TC; Transportation Freight Officer, four captains, 0612, TC; Warehouse Officer, major, 0612, TC; Post Engineer, captain, 7130, EN;

H & R Point, Pasco, Washington

Deputy Commander, lieutenant colonel, 0612, TC: Division Chief, lieutenant colonel, 2625, TC; Directorate Directors, two lieutenant colonels, 2025, TC; Directorate Directors, lieutenant colonel, 0612, TC; Division Chief, 0612, major, TC; Transportation Freight Officer, four captains, 0612, TC; Warehouse Officer, major, 0612, TC; Post Engineer, 7130, captain, EN.

FACTS AND FIGURES

by

William A. Lesansky
Chief, Review and Statistics Division
Comptroller Directorate, MTMTS

Department of Defense manifested cargo transshipped through Continental United States ı ports during fiscal year 1968 amounted to almost 22 million measurement tons. Although ɔnnage was only slightly higher (+4%) than in the previous year, it represents a 155% ase over the transshipped tonnage in fiscal year 1965. The following table shows tonnage shipped in each of the fiscal years from 1965 through 1968 by commodity group. Figures ı thousands of measurement tons.

	Total FY 65-68	FY 68	FY 67	FY 66	FY 65	Percent Change FY 68/FY 65
Total	67,052	21,731	20,836	15,965	8,520	+ 155%
al Cargo	26,839	8,214	8,539	6,539	3,176	+ 159
nment Vehicles	10,801	3,080	3,598	2,928	1,195	+ 158
sives	5,690	2,521	1,746	1,032	391	+ 545
ely Owned Vehicles	4,961	1,245	1,284	1,306	1,126	+ 11
Vans	3,241	2,293	933	14	—	*
Transporters	3,133	899	724	724	788	+ 14
r, Logs, Piles, Piling	2,944	985	1,288	533	138	+ 614
Cargo	2,728	711	801	697	519	+ 37
al Property	1,627	460	493	406	268	+ 72
Products	1,550	619	563	286	82	+ 75
ft	1,511	442	430	480	159	+ 178
n Sacks	670	91	213	218	148	— 39
/Roll-off Trailers	658	92	13	190	363	— 75
Water Highway Lift	403	4	108	167	124	— 97
t in Bags	129	43	63	21	2	+2,050
ge, Unaccompanied	88	14	21	28	25	— 44
Support Cargo	79	20	19	25	16	+ 25

applicable

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ARMED FORCES WEEK—1969

From Concord Bridge to War Zone D, the American Man-at-Arms has served his country with discipline, skill, and devotion.

Thousands of young men and women serve their Nation today in uniform, performing countless acts of kindness where the opportunity affords itself, pursuing the grim work of battle where circumstances compel it. Each does honor to himself and to his country.

I invite every American to join with me in honoring our servicemen, servicewomen, and their families during Armed Forces Week this year. Our modest efforts can never do credit to the sacrifices they have made or the service they have rendered, but we can, each in our own way, express our appreciation of their selfless and flawless service to the Nation.

Richard Nixon

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PER RM

JULY 1969

Transportation Proceedings

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TOMORROW, TODAY WILL BE YESTERDAY

by The Honorable Virginia Mae Brown

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JULY 1969

VOL. III No. 5

Transportation Proceedings

The Official Magazine of
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TERMINAL SERVICE

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RADM Elliott Bloxom, SC, USN
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Colonel John G. Williams, USAF .....

THE ARMY'S TRUCKATHON
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U.S. ARMY CARGO TRANSPORTATION IN THAILA
Lieutenant Colonel John D. Bruen, USA .....

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic and Terminal Service (MTMTS), a single-manager transportation agency under of the Army. Its purpose is to provide timely and authoritative information on p operations and technical developments in the Defense Transportation field. encouraged to submit articles, featurettes, photographs and art work. Opini by contributors do not necessarily reflect the official viewpoint of the Depa Army or MTMTS. Address contributions and correspondence to: Editor, TRAN PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution is based ments submitted on DA Form 12–4 to U.S. Army AG Publications Center, Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 annually to APO addresses, $4.25 to foreign addresses through the Superintendent of Docum ment Printing Office, Washington, D.C. 20402. Single copy 30¢. Unless otherw material may be reprinted provided credit is given to TRANSPORTATION P and the author. Use of funds for this publication approved by Headquarters, D the Army, 21 March 1969.

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MANAGEMENT—"PARTICIPATIVE" STYLE

A recent forecast by Robert F. Froehlke, the new Assistant Secretary of Defense for nistration, that Secretary of Defense Melvin Laird would initiate a "participative" style .nagement, is most reassuring.

Close examination of Mr. Froehlke's exposition of the so-called "participative" style : Department of Defense's "Pentagon Forum" TV program reveals considerable insight uman nature and keen knowledge of how to develop those inter-relations which bring e best in people and produce the most effective teamwork.

t is doubted that very many would disagree with the validity of the concept which Mr. lke has outlined, but practicing it is something else. Work styles vary with individual s, their backgrounds and their personalities.

What makes Mr. Froehlke's analysis so appealing is the common-sense of it all. In ɔing the "participative" style as one requiring managers to bring everyone concerned the beginning step in the management process wherever possible, he makes it sound He pointed out, however, that there are those who contend that this style of manage- mounts to an abdication of responsibility and "letting everyone else do the job." Mr. ke believes that "participative," far from being easy, is actually the most difficult style ıagement—and also the most successful, when applied. By implication, he makes a strong case for the thesis, if one is needed, that several minds are better than one— ıat given a chance to participate, men will accept responsibility and discharge it bly.

Ir. Froehlke's recognition of the absolute necessity for mutual trust, a manager's respect people's integrity and intelligence, and constantly communicating with them, helps e home his point. While he thinks communications are reasonably good from the top he feels it is also important to have communications from the lower levels up. ing organizational changes, he emphasized that this was "no reflection on the past, awareness that as times change, organization should change."

hat probably rang a bell more clearly than anything else he said was his description beneficial experience of military training during World War II, which "put me in with men who otherwise I wouldn't have had the opportunity to come in contact

ıdoubtedly, most "old hands" would agree that the "cross-fertilization" effect of mili- vice during World War II, where men of all social and economic levels and men l the diverse occupations and professions were brought together, was a very rich ıce indeed. The mental and spiritual stimulation this experience provided was un- :, at least in retrospect, and the need for, and the value of, "participation" was :ally underscored.

The Editors

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TOMORROW, TODAY WILL BE YESTERDAY

by

The Honorable Virginia Mae Brown

Chairman, Interstate Commerce Commission

One significant fact about transportation which is self-evident is that the transportation picture refuses to remain static. Clearly the history of transportation is one of change. Today changes are occurring with greater frequency and rapidity than at any time in the past. Thus it seems to me that the most significant and timely commentary that I can provide is embodied in the title which I have chosen: *Tomorrow, Today Will Be Yesterday.*

In this *Ode to a Skylark* the poet Shel
We look before and after and pine for wh
Or, in more prosaic terms we might say
we could but apply the 20/20 vision of hin
the darkness which surrounds foresight."

Yet if we will but pause to consider,
that in spite of the mistakes of yesterday
dreams of tomorrow, we have today. With
can do much. Today we can correct the m

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Interstate Commerce Commission commissioners are, from left, Wallace R. Burke, Willard Deason, John W. Bush, Rupert L. Murphy, George M. Stafford, Virgina Mae Brown (Chairman), Kenneth H. Tuggle, Laurence K. Walrath, Paul L. Tierney, Dale W. Hardin and Donald L. Jackson.

Today we can solve the problems which confront us, and lay the foundation for a morrow.

r one fundamental fact about today must ood. The today in which we live and move ur being is filled with numerous problems ost complex challenges of any time in the y of mankind.

of this multiplicity of important matters ur attention it becomes very easy for us uch of our time and energy simply mov- one problem to another. To avoid this ority must be assigned to the areas of ncern, and in the field of transportation ly becomes a problem within itself to de which matters should be given greater n others. However, there is one area in nt of today's transport picture which e of primary interest to the entire trans-, to legislators, executives and regulators, general public, and, in fact, to people ns.

Dr. James Anderson, of Great Britain

a railway were brought to wharves at te Street, all the wagons to be made of id size, each capable of containing one or other goods of similar gravity. Let these wagons be put on a frame that wo axles of the four wheels calculated upon the railroad and let each of these aded with goods which are to go to the use or its vicinity. The whole of the g loaded, they are moved forward until the end of the road at which place they ade to pass under a crane. The crane e wagons upon another truck formed se and then emptied to its point of

possible that this was the first clear of the concept that we know today as ion.

of Dr. Anderson's concept was made, il some 90 years later when a few far- ers and carriers in Continental Europe itain realized container advantages and rious types of crane lift, skids and

live at an exciting moment in the nsportation. This is the age of the

THE AUTHOR

Virgina Mae Brown was nominated by the President to be the first woman member of the Interstate Commerce Commission in March 1954 and took the oath of office on May 25 of that year. She has since served on all the Commission's three divisions, as a member of the Commission's Ad Hoc Committee on Small Shipments, as Chairman of the Policy and Planning Committee, and as Vice Chairman and Chairman of the Commission.

Upon graduation from West Virginia University, where she received an A.B. degree, she accepted a teaching position at Winfield High School in Putnam County, West Virginia. After a brief teaching career she entered West Virginia College of Law and was graduated with an LL.B. Degree in 1947. After receiving her law degree she served as a law clerk to the Attorney General of West Virginia.

In 1949 she was appointed Executive Secretary to the West Virginia Judicial Council, the first woman in the United States to serve in this capacity. In 1952 she was appointed Assistant Attorney General, the first woman in West Virginia to be appointed to that position. She became legal counsel to the Governor of West Virginia in 1961. In 1961 she was appointed Insurance Commissioner of West Virginia, the first woman in the United States to hold this position. She became the first woman member of the West Virginia's Public Service Commission in 1962.

Commissioner Brown is a member of the Putnam County Bar Association, the West Virginia State Bar and the American Bar Association. She has been admitted to practice before the Putnam and Kanawha County Circuit Courts, the West Virginia Supreme Court of Appeals, the United States District Court for the Southern District of West Virginia, and the United States Supreme Court.

She is married to James V. Brown, an attorney practicing in Charleston, West Virginia and Washington, D.C. They reside with their two daughters, Victoria Anne and Pamela Kay, in Alexandria, Virginia.

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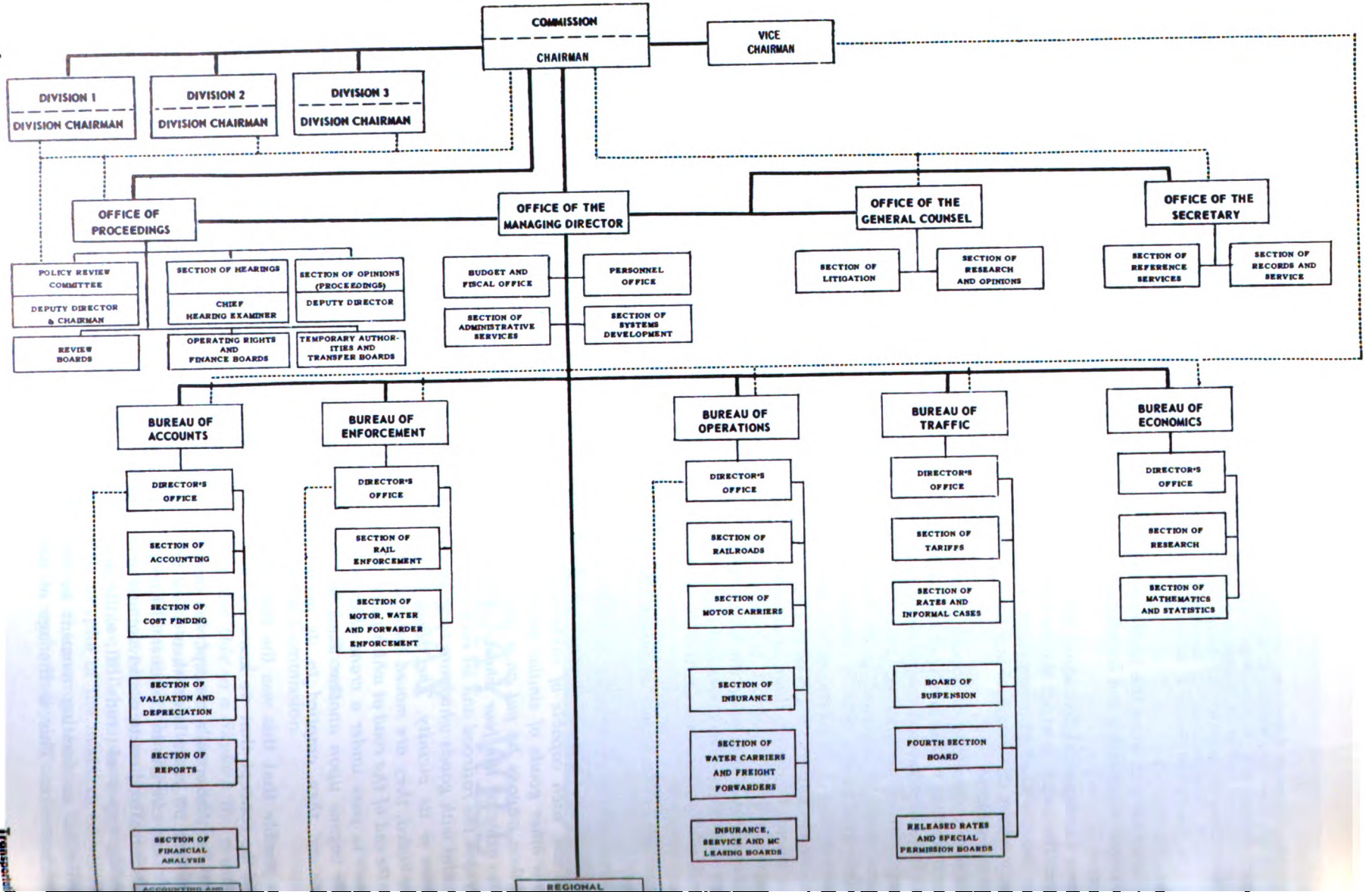
INTERSTATE COMMERCE COMMISSION



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look to a time when the friendship and the goals which we share with nations the world can be reflected fully in our trade with those nations. Transporta- und together the regions of the North American continent. It can be the cord ties us more closely with the nations of the world."

t, the high-speed train, the super highway computer, all of which have accelerated benefits and the burdens in transportation. lso the age in which a seemingly simple m as the container, is promising to revolu- ansportation. The greatest asset that the can provide is its capability for efficient ge among carriers. The container can help transportation time, costs and frustrations. onally, the transportation of international and from the United States involves inter- foreign commerce—trains and trucks and gulated by the Interstate Commerce Com- nd ocean transportation, governed by the Maritime Commission, or air transporta- rned by the Civil Aeronautics Board.

containerization has become a modern as simple means of transporting cargo, by peed, efficiency, less paperwork and lower as also caused the existing transportation to shed the old methods of doing business them to traditional systems of transporta- y companies now offer the shipper door-to- e by utilizing two or more different modes ge. Intermodal transportation has not ree of the disturbances which change ly brings about. It has caused some dis- long existing competitive carrier relation- drastically changed the economics of g.

container technology has made it physi- ble to weld land, sea and air facilities ystem of international transportation. It sible to pack goods into a container at the er's plant in Indiana; move the con- ail or truck to an airport or seaport; ship ier overseas; and then move it to an ination in Europe, all without once break- l on the box.

any nations are thinking and speaking hase in containerization—the so-called e" concept. Today we are watching the t of this new idea where the commodities ts beyond the seas will flow across this stinations in yet other continents across

tant stage has been reached in Europe carriers have joined to form a non- -Container Corporation. United States n interests have been impressed with , including the planning and coordination of transport by all modes, so that the necessary equipment is placed where and when needed. Other corporations have been formed and given responsibility for divisions of revenues and provision of other services essential to multi-nation participation.

In the United States, it is the continuing responsibility of each transportation regulatory agency to determine if current regulatory requirements are sufficient to provide the regulation required without at the same time inhibiting the growth of this imaginative industry.

A recent proposed solution to the problems in this area was the so-called "Trade Simplification Act of 1968," recommended by the Department of Transportation to the 90th Congress. It would have authorized and encouraged agreements on international movements between various carrier modes relative to joint rates, equipment interchange, and simplified documentation. This bill would have permitted participating carriers to file with each regulatory agency (ICC, FMC, CAB) a tariff setting forth the entire single-factor rate. The unique feature of this bill was that it would have permitted the establishment of joint rates between a carrier operating in the commerce of the United States and a carrier operating solely within a foreign country. The failure of the proposed bill to be enacted into law has not dimmed the hopes of the transportation industry for renewed efforts in this field.

Another area under active study is loss and damage which has become the chief concern of the shipper. The present system needs to be changed so that the shipper can make his claim without concern as to where the loss and damage occurred. Under ideal circumstances, the standard of recovery should be the same regardless of which carrier is responsible. The container becomes no less valuable to its owner simply because it has been transferred from land to sea.

At the present time, there are many domestic and foreign laws and international agreements relating to a carrier's liability which block the achievement of this objective. Because they vary so greatly, and are so complex, it will take a great deal of time to bring them in harmony. Private initiative and the exercise of positive public policy, however, can surmount much of the problem.

In this regard, the recent development of relatively uniform standards of liability for railroad and motor carrier shipments in Western Europe is a

(Continued on page 24)

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Richard M. Nixon is the Sixth Pre
the United States to utilize milita
a tradition which the late President
Delano Roosevelt began

Mission: Flying The President--Safely!

by

Colonel John G. Williams, USAF

Commander, 89th Military Airlift Wing, Special Missions

If anyone were to suggest airlifting an "institution," his remark would probably be passed off as a joke. However, it's no joke for the 89th Military Airlift Wing of Andrews Air Force Base, Washington, D.C., whose primary mission is to provide incomparable quality airlift for the President of the United States.

When this Special Missions Wing of the Military Airlift Command moves the President, it is not moving just an individual, but the institution of the Presidency. Quite obviously, the duties of the Nation's Chief Executive do not cease just because he is away from the White House. The Presidential aircraft literally becomes an airborne office.

Although the 89th is best known for flying the President, it also provides air transportation for the Vice President, the Cabinet, other high-ranl Government officials and foreign dignitarie

The wing operates missions authori directed by the Air Force Assistant Vice Staff, as well as those coming directly White House. Most of these are for group by three-star generals or higher, or e civilian positions.

A sampling of wing passenger lists re an international Who's Who—General C Gaulle of France; Queen Elizabeth and Prin of England; Premier Alexi Kosygin of Ru to name a few.

The 89th began its life of service at Wa National Airport on October 1, 1948, as th Air Transport Squadron, only four months

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Air Transport Service (MATS) was
In 1952 the unit become the 1254th Air
t Group, Special Air Missions, and in
ived another name change to the 1254th
sport Wing, Special Missions. Then, in
l, the unit moved to Andrews Air Force
wing a forty-three man detachment at
on National.

uary 1966, the wing was redesignated the
tary Airlift Wing, Special Missions, after
e of the Military Air Transport Service to
ry Airlift Command.

tachment at Washington National was
hased out after the Secretary of Defense
n end to military flying from the airport.

nt Richard M. Nixon is the sixth United
sident to utilize military airlift, a tradition
late President Franklin D. Roosevelt
1944 when the SACRED Cow came into

t Roosevelt's flying began with the 503rd
Base Unit of the Air Transport Command

President Richard M. Nixon waves to the crowd as he departs on a European trip, as Mrs. Nixon and their daughter, Tricia, leave the aircraft after bidding goodbye.

at Washington National over four years before the 1254th was organized. The SACRED Cow was the first specifically designated Presidential aircraft, and had many modifications not normally found on C-54 or DC-4 aircraft of that time or now. For example, there was a stateroom, a conference table, a large bulletproof picture window, and a battery operated elevator to assist President Roosevelt because of his need for crutches or a wheelchair.

In July 1947, a Douglas DC-6 was christened THE INDEPENDENCE, and began duty transporting President Harry S. Truman. This colorful aircraft, with an American eagle painted on its nose, was instrumental in establishing several aviation firsts. It was the first transport to test reversible propellers, water injection, and a radar nose for foul weather flying.

When former President Dwight D. Eisenhower came into office in January 1953, a C-121A was selected as the Presidential aircraft. It was named COLUMBINE II, in honor of the official flower of Mrs.

ABOUT THE AUTHOR

John G. Williams was born in England in mmigrated to New Jersey in 1931, where he high school. He later earned a Bachelor of ree in military science from the University d. He joined the Army Air Corps as a flying arch 1941 and received his pilot wings and sioned a second lieutenant in October 1941. next four years he served as an instructor ron commander and group commander in r and bomber units. At the end of World eft active duty in inactive reserve status for returned to active duty in August 1947, and ved in a variety of assignments with Strategic nd and Military Airlift Command, in the s and overseas. He has attended the Air ool and the Air War College, served as n officer with the British Air Ministry and the Southeast Asia Branch, J-3 (Operations), of Staff. Prior to his assignment as com- he 89th he was Inspector General, Head- itary Airlift Command, Scott AFB, Illinois. liams holds the Legion of Merit, Bronze and Army Commendation Medal. He is a lot with more than 8,000 flying hours.

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Eisenhower's home state of Colorado. COLUMBINE I was another C-121A which had been assigned to President Eisenhower when he was commander of SHAPE.

In 1954, a Lockheed 1049C, Super Constellation, was selected by President Eisenhower as a replacement for COLUMBINE II and was christened COLUMBINE III by Mrs. Eisenhower.

In January 1961, the late President John F. Kennedy selected a VC-118, already in u unit, to be the Presidential aircraft. He l flying in VC-137As that had been assign 1254th in 1959, but none of these were s designated as Presidential aircraft.

On October 12, 1962, VC-137C, numb joined the special missions fleet and was as a Presidential aircraft. In addition, i first to receive the unofficial title AIR FO

President John F. Kenned Kennedy welcome a visiting at Andrews Air Force Base.

President Lyndon B. Johnson holds a conference in the stateroom aboard Air Force One.

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call sign used by Air Force aircraft carry-President.

ial version of the Boeing 707-353B inter-tial jet airliner, number 26000, has served t Kennedy, President Lyndon B. Johnson President Nixon.

ircraft may well be the most historical of Presidential fleet. In May 1963, number a nonstop speed record between Washington and Moscow breaking 14 existing air records. The aircraft made the flight from Dulles International Airport, Virginia, to Moscow in eight hours, 38 minutes, and 42 seconds.

Other history-making events centered around number 26000 include the swearing in of President Lyndon B. Johnson on board at Love Field in Dallas on November 22, 1963, and the sad duty of returning the late President John F. Kennedy's body to

ight D. Eisenhower welcomes em of Vietnam to Washington isit.

n F. Kennedy walks from his helicopter to AIR nroute to the summer White House at Hyannis Port,

President Lyndon B. Johnson says goodbye to well-wishers at Andrews AFB as he departs for his Texas ranch at the close of his last term of office.

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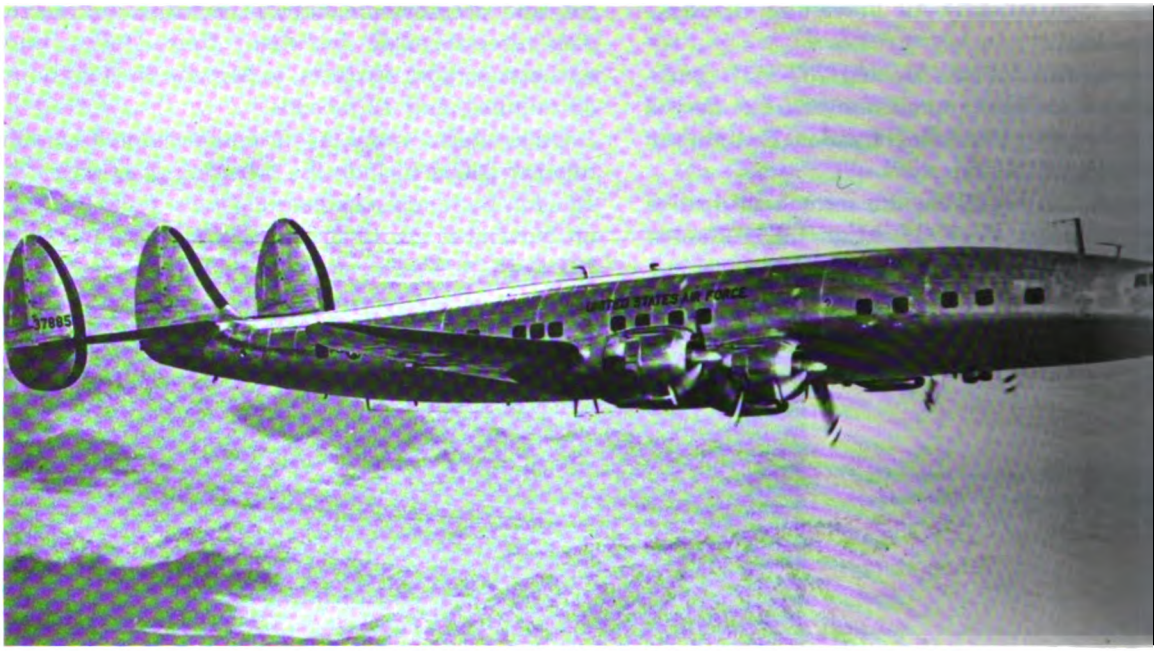
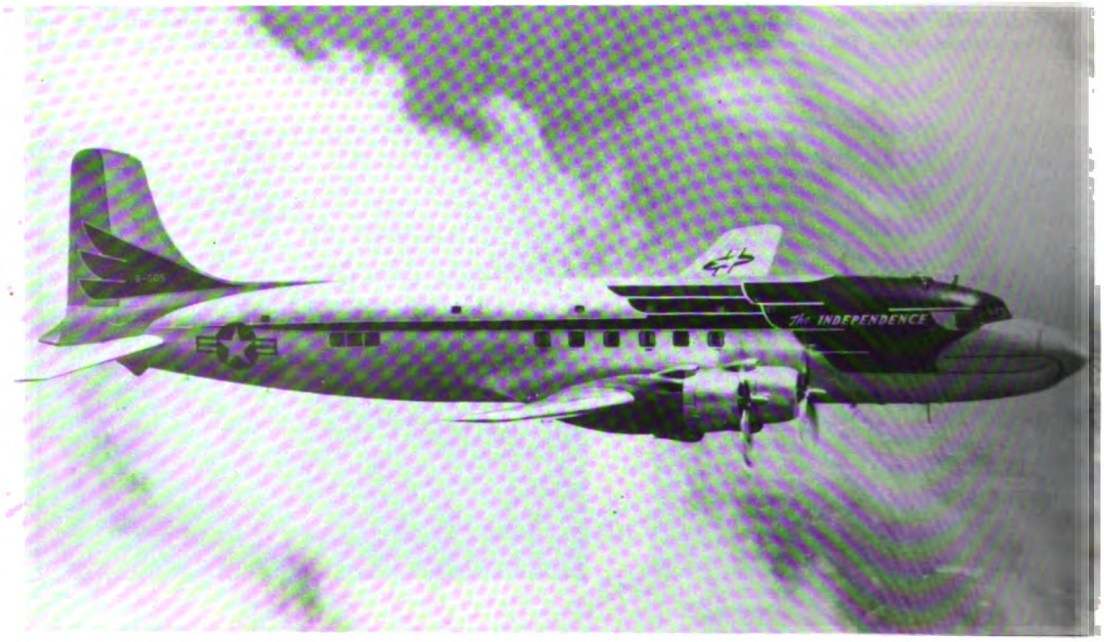


The COLUMBINE III, Presidential aircraft for President Dwight D. Eisenhower, a Lockheed Super Constellation, is presently in t
Museum at Wright-Patterson Air Force Base, Ohio.

Washington. A historical first was the around-the-world mission in December 1967 when President Johnson flew to Australia for the funeral of Prime Minister Harold Holt and continued on to Southeast Asia, Rome, and finally back to the United States. This trip of over 28,000 miles took including 59 hours and 30 minutes of flyin

A more recent milestone for the aircraf recent European tour by President Nixo covered four European capitals.

President Harry S. Truman's C-118, THE INDEPENDENCE, was named for his hometown of Independence, Missouri. It se
aircraft from 1948 until he left the White House.



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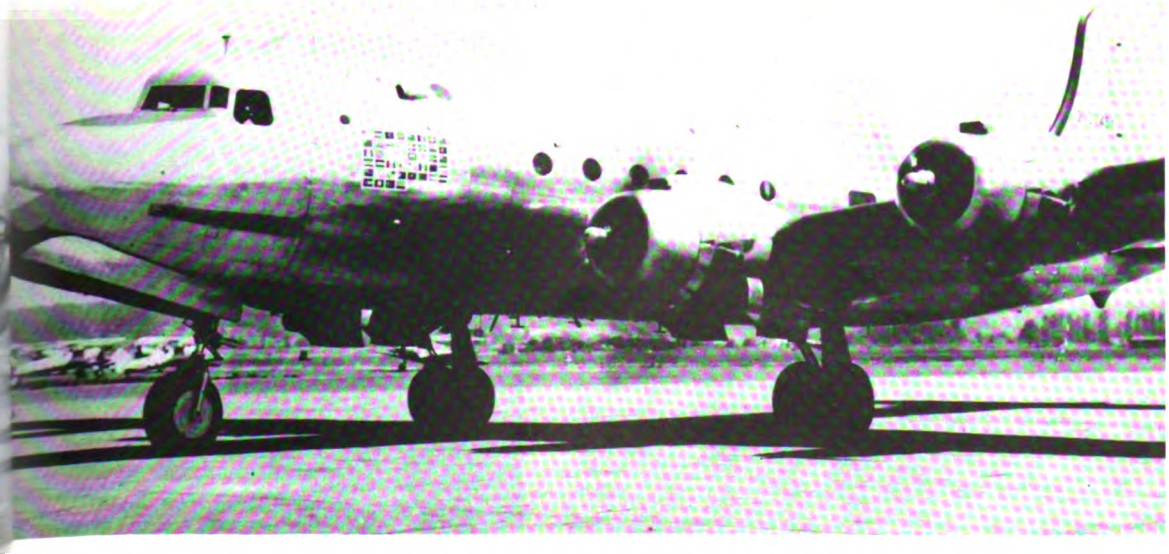
ONE has served three Presidents, John F. Kennedy, Lyndon B. Johnson and Richard M. Nixon. President Johnson took the ce aboard AIR FORCE ONE following the assassination of President Kennedy. This aircraft brought the body of the slain Washington.

rlifting of the world's leaders, and quite the world's destiny, requires the highest Air Force personnel. Every man serving 89th is handpicked and has met stringent ents for assignment to the unit.

All pilots are highly qualified MAC aircraft commanders and have at least 4,000 hours of flying time before their assignment to four-engine aircraft and 3,000 hours for two-engine aircraft.

Navigators must have a minimum of 3,000 flying

cial Presidential aircraft, purchased for President Franklin D. Roosevelt during World War II, was named THE SACRED flags painted on fuselage indicating the extent of THE SACRED COW's travels.



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President Richard M. Nixon mak
ment to the press before boa
FORCE ONE and departure o
to Europe earlier this year.

hours over foreign routes and must be qualified world-wide briefing officers.

These are only minimum requirements and are actually exceeded by the majority of aircrew members. For example, the Presidential Pilot, Lieutenant Colonel Ralph D. Albertazzie, has 18,000 flying hours and was the first Air Force Boeing 707 qualified pilot. He came to the Wing from Headquarters, Seventh Air Force, Tan Son Nhut AB, Saigon, Vietnam, where he served as Chief, Strike Plans Branch of Combat Operations. While in Vietnam he flew 75 combat support missions in T-39s and 17 combat missions in O-2s and T-28s. For his Southeast Asia service he was awarded a Bronze Star and two Air Medals.

The Colonel previously served as a special missions pilot with the 89th—then called the 1254th Air Transport Group—from 1957 until 1962. A native of Morgantown, W. Va., where he finished high school and attended West Virginia University. he entered the Army Air Corps in 1943 and was graduated from flying school in 1944. After serving as a B-17 and B-29 instructor he left the school until recalled to active duty in 1951 during the Korean Crisis. He has had continuous service since that time.

After attending the Air Command and Staff College at Maxwell AFB, Ala., in 1963, Colonel Albertazzie was assigned to the Special Air Missions Section of Headquarters, United States Air Forces, Europe. He was subsequently selected to be the Aide, Pilot and Executive Officer to the commander of United States Air Forces, Europe, General G. P. Disosway. Upon General Disosway a command of the Tactical Air Command. Albertazzie was transferred from Europe to AFB, Va., where he served with General D in the same capacity.

He is the most experienced pilot ever sel fly the President.

Though Presidents change and different aircraft come and go, the primary job of t Military Airlift Wing, Special Missions, that of flying the President and the Instit the Presidency. Just as the wing's prime goes unchanged, so does its guiding motto— reliability and service—in that order!

Vice President Spiro T. Agnew waves to the crowd at A Force Base before departing on one of his many trips the United States.

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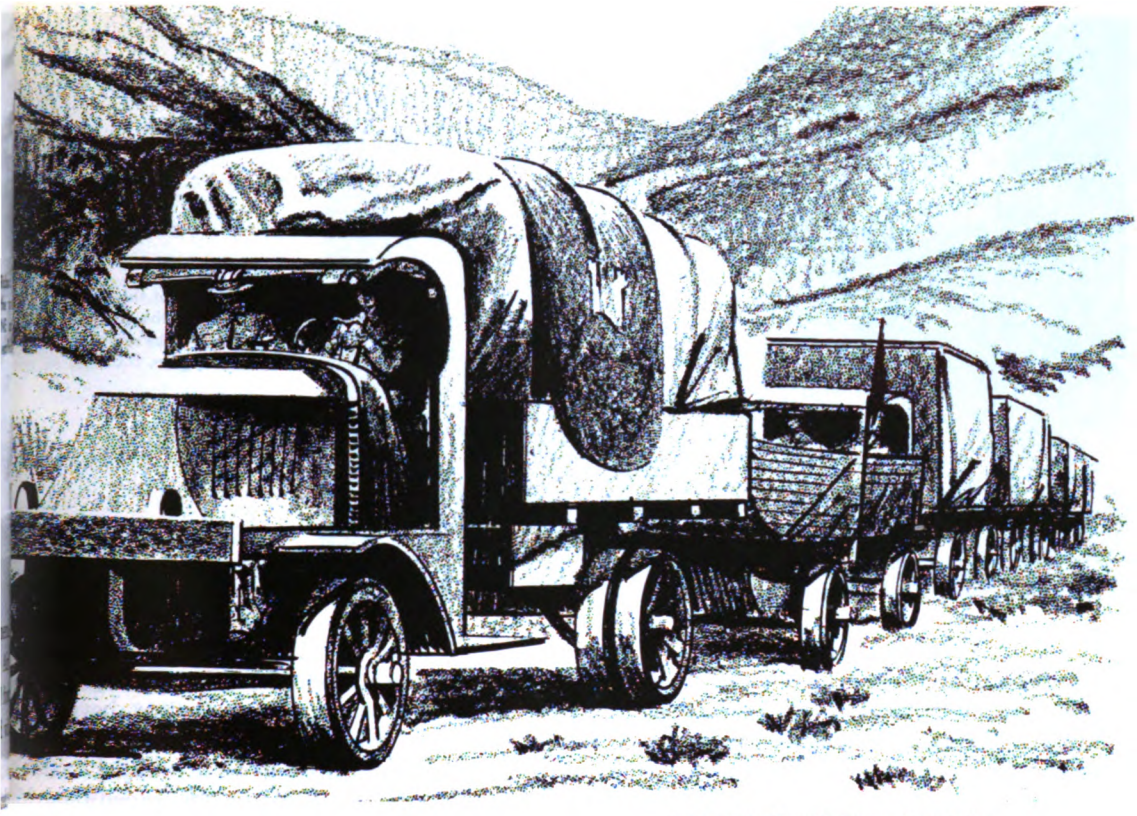

Automobile Manufacturers Association

The Army's Truckathon

by

Michel R. Scott
Office of Information

d for adequate highways has long been by the Army. Today the Military Traffic nt and Terminal Service has the responsi- etermining Department of Defense high- and initiating appropriate actions to ese needs into public highway programs. ury ago, when the United States had no ental highways, the Army sent its first y across the continent, from Washington, Francisco. No army in history had ever hanized unit on so long an overland

', 1919, when Companies E and F, 433rd in, set out from the Nation's Capital on their expedition to the City of the Golden Gate, there were only vague road links that could, in the future, be joined to form the proposed Lincoln Highway. At that time Route 40 existed only on paper. The automobile was in its early stages of development after a rough-and-tumble infancy. Expeditionary commander Lt. Col. Charles W. McClure and truck train commander Capt. Bernard McMahan had an imposing task before them. The journey was also destined to become a vivid chapter in the military career of a future President of the United States. Lieutenant Colonel Dwight D. Eisenhower accompanied the convoy as an official observer.

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Members of the convoy move to to begin the trip west, followi milestone-laying ceremony at Washington, D.C.

The "truck train" consisted of 60 trucks and 12 automobiles. The 235 participants included 34 Motor Transport officers and observers from every branch of the Army.

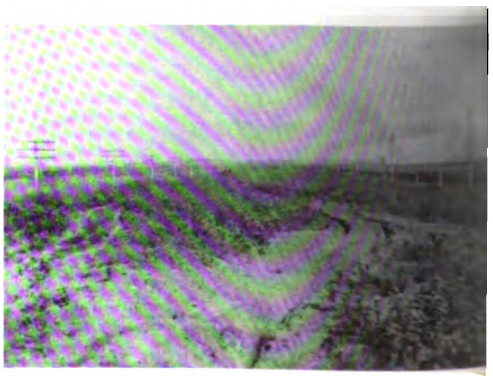
Most of the enlisted men were little more than recruits, with no conception of military courtesy. Officers made little or no effort to "go by the book" on military courtesy and discipline, and it became customary for officers and enlisted men to deal with one another on a first-name or nickname basis. All the men were intent on supporting the Army's four-fold purpose: to support the good roads movement; to test the Army's vehicles under field conditions; to interest potential drivers and mechanics in applying for motor transport training; and to demonstrate to the public that the Motor Transport Corps played a vital role in winning the recent war in Europe.

The Capitol dome was hardly out of sight when troubles of various kinds began to appear. Although the Lincoln Highway route had been selected, and appeared on maps, the highway itself had not been built. The original schedule established for the convoy failed to take this fact fully into consideration, and allowances for mechanical delays had not been made. Colonel McClure quickly found it necessary to allot the first two hours of each day to the task of servicing the vehicles.

Although the cargoes carried by the trucks varied from day to day, they were generally capacity loads. Even during the first half of the trip, when the roads were generally good, some drivers had difficulty keeping their trucks on the road, while others fell asleep at the wheel and ran their trucks into ditches, overturning several with slight damage. On the fourth day of the trip a G.M.C. truck skidded over the road on the Laurel Hill grade near Pennsylvania, and was lost beyond hop covery. Some of the losses and damage en on the journey can be attributed to the ha tion of personnel for the expedition. Mar soldiers overstated their driving qualificati they applied for duty with the convoy.

Covered bridges were unique obstacles sylvania. Nobody thought to measure for clearance until the top parts of trucks had s bridge roofs and crushed the bows holding t tops. The wooden bridge floors had their na up by the heavy weight of the trucks. Son bridges were so flimsy that they collapse some trucks along on roller coaster rides t beds. Recovery of the vehicles was ofter and time consuming.

Trucks did terrible things to gravel roads by rain. Their hard solid rubber tires furrows into the roads and protests began into Washington. Despite the protests, t convoy pushed westward.



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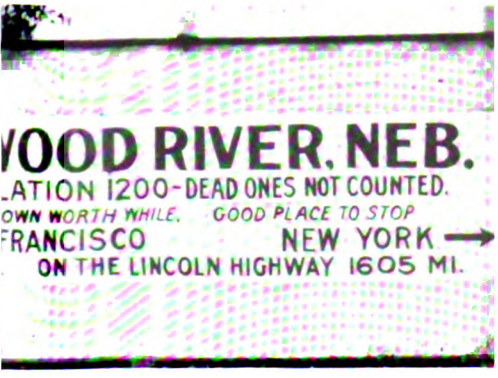
in lead touring car is official
ieutenant Colonel Dwight D.
His knowledge of motorized
was an asset.

ubber tires made the vehicles unstable on
s. Trucks skidded from one side to the
ashed through fences and wound up in
t often took half a cornfield to regain con-
skidding truck. Mechanical brakes of the
ere less than adequate in numerous situa-
ountered. No provision was made for chang-
or repairing them enroute. When repairs
led an entire wheel would be placed in a
k and taken to the nearest town, where
e could be fastened on. If the nearby town
ilities for tire replacement, the truck kept
il it reached a town where replacement
ble.

k overturned near Fulton, Ill. Nearing
Heights an ambulance did a cart-wheel.
idents occurred in the center of the "good
rtion of the route.

pose of the expedition was to field-test the
All but two of these were new when they
ington. Thus all had an equal chance of
ly completing the journey.



Of all the trucks in the Army train, a "Standardized Class B" earned the distinction of being the most troublesome. It was the most-towed truck in the convoy. Towing of Standardized Class B's began on the day the convoy left Washington. One or more of these trucks had to be towed almost daily until the convoy reached Stockton, Calif., two days before the end of the trip. The official recorder of the trip, however, did credit these trucks with having clearly demonstrated their superiority so far as radiator area and general cooling efficiency were concerned. But he also pointed out that "two cases of leaky radiator developed in these trucks," and that poor material had been used for gaskets, "paper being employed instead of the proper packing."

The most satisfactory trucks were the F.W.D. (Four-Wheel-Drive) trucks. According to the official report, they alone were able to pull through *all* the bad, muddy and sandy stretches of road in Nebraska, Wyoming, Utah and Nevada, absolutely unaided. "This is a rather enviable record," the report stated, "and the few mechanical difficulties experienced with this truck were of a very simple nature."

The trip often had its anxious moments. From the official report of the journey comes this comment: "The main driveshaft in an F.W.D. (#415766) was twisted off at the rear transmission bearing, when an inexperienced driver threw in reverse gear and dropped in the clutch while coasting down hill at high speed, intending to use the motor as a brake." The official report failed to describe the remainder of the inexperienced driver's high speed journey to the bottom of the hill. However it must have been complicated by the fact that F.W.D.'s were in-

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Standardized Class B trucks became the most-towed vehicles in the convoy. One or more had to be towed for part of the each day. Class B at right is victim of bad roads near Grand Island, Nebraska, rather than mechanical difficulties.

herently difficult to steer, even at normal speeds on paved highways.

As the convoy continued westward it became more and more evident that its itinerary had been planned by someone not too familiar with the land west of Pittsburgh. The orders required a mileage run each day to a predetermined point. Obviously the roads in all parts of the country looked pretty much alike on the maps.

The truck train's route didn't have the benefit of adequate road signs or orange-roofed chain restaurants. The Lincoln Highway of 1919 was largely similar to the roads of President Lincoln's boyhood —a mere trail in the wilderness, designed for horse-drawn conveyances.

The only way that the convoy was kept together was with the aid of "pilots" who went ahead of the truck train on motorcycles. These motorized trail scouts were given a half-hour head start. They would mark the route ahead with salmon-colored paper triangles which they tacked to conspicuous posts or fences at each turn of the road or intersection. This system proved useful both in the wilderness and while the convoy moved through the streets of cities along the route.

On August 1 the convoy halted in Kearney, Nebraska. The official log states: ". . . At 1 p.m. lunch was served to the convoy in Kearney by the Red Cross Canteen Service. MILTOR (the convoy's wrecker truck) towed F.W.D. #415766 12 miles into camp with #3 and #4 connecting rod bearings burned out on account of driver speeding."

From Lexington, Nebraska, to North Platte was a 64-mile run, a one-day journey according to the schedule. But the convoy got stuck in heavy, sticky mud. The convoy managed only 21 miles that day. Headed for North Platte, the convoy got into quicksand. On August 5 a civilian automobile collided with a Mack truck in the convoy, the report stated, "eight miles east of Ogallala."

Convoy officers selected a Mack Bulld on which was mounted the five-ton C tractor, as the official "bridge tester." If t with its load, got across the bridge, then th was rated O.K. If it went down with the b bridge was declared N.G. If the latter (and it did occasionally) then the truck wa out of its predicament, and the bridge w up so the rest of the convoy could get acro

With all their hardships, the soldiers m a good natured sense of humor, and in typi fashion, the recruits and junior officers s fell victim to the pranks of their more ex comrades. The convoy numbered among officers a lieutenant nicknamed "Greeney" he believed everything anyone told him. was afraid of snakes, so he decided to co Col. Eisenhower on the habits of rattlesn

"There are a lot of them in the desert Colonel Eisenhower told him.

"Poisonous?"

"One little scratch and you die in awful

Drivers face a familiar problem as they work to fr truck from soft ground on the fairgrounds at Salt Lake

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heodore C. Wood Jr., driving the recker, arrives at Greensburg, hia after driving more than 19 out rest.

hey give you warning, don't they Colonel? but the rattle doesn't do you much good y slip into your tent and get into bed with y love good beds, Lieutenant, but there's thing. They won't cross rubber."

er knew that."

ll know it out here," Eisenhower replied. oved a thousand times. Something to do

icity, I guess. Snakes are full of it. You're ng as you're in a car or truck."

ien on, Greeny gave up his tent and slept d floor of a truck.

the plains was one series of problems. the Rocky Mountains was another. The d to negotiate a slope of 2,000 feet over of 114 miles. The complaining engines d protested on the run from Kimball to a 2,000-foot elevation rise above the pre-00-foot grade. By the time the convoy ramie they had ascended another 2,000 engines sounded like exploding artillery. ers made it over the Continental Divide their descent to Rawlins and Rock ow it was downhill all the way to Salt

The next morning, in Salt Lake City, the men thought they had it made. It would be downhill all the way to San Francisco. They hadn't taken into account the shifting sands and the windswept desolation and the sunburn they were all going to get. Those early trucks had no glass windshields. The canvas pulldowns and side curtains ripped. Isinglass windows parched and split with the heat of the August sun. An oasis with a ranch house appeared in the distance. The drivers headed for the area, hoping to obtain water. They found water and quicksand, and some of the trucks sank in all the way to the floorboards.

The roads were a combination of washes, arroyos and a few high-crowned trails with sharply pointed rocks in the center of the trails. These damaged engine crankcases and anything else they came in contact with. Now the convoy moved into Nevada. There the solid rubber tires dug into the sand like plows. A soldier said, "There wasn't any road when we got here, but anyone can find one now, just by following our tracks." But this wasn't an accurate observation. Heavy gusts of wind quickly wiped out every sign of their passing.

Chain-drive mechanisms on some of the trucks got clogged with sand, eventually killing the engines. The soldiers used picks and crowbars to free the chains. Failure to do this in time resulted in some broken drive chains. Trucks became bogged down in soft spots concealed by sagebrush. Sharp rocks and sand cut solid rubber tires to shreds. The Fallon area of Nevada had numerous sink holes which made driving more treacherous.

From the Sierra Nevadas to California there was a road, but it was so narrow in spots that picks and shovels were employed to chip away the rocks to allow the trucks to pass through. After all their

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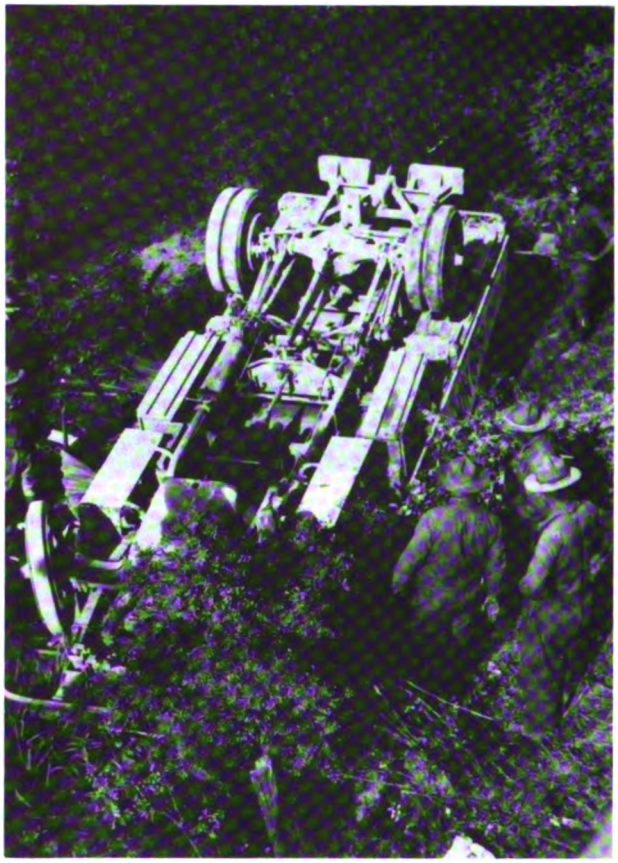

Riker truck turned over and landed in a ditch a half
Fulton, Illinois.

efforts the hubs of the front wheels sometimes knocked loose boulders along the rocky mountain walls. These would act as chocks under the rear wheels, halting further movement.

The convoy eventually reached paved roads at Sacramento. There they washed the trucks and cleaned themselves up as well as possible for their triumphant arrival in San Francisco. The convoy moved on to Oakland, San Francisco and Golden Gate Park. Motorists from Oakland had driven ten miles to meet the convoy, and the Oakland Bay area resounded with the sound of factory whistles for more than an hour. In San Francisco the convoy's arrival was followed by a big parade. Convoy personnel were awarded medals by the Lincoln Highway Association at Lincoln Park. The United States had achieved the honor of being the first country to use trucks for long-distance military transport, and the feat had been accomplished by men of the U.S. Army. Fifty years have passed since the beginning of that memorable journey, and now the Nation's system of highways is unsurpassed, anywhere in the world.

It took the Army convoy 60 days to c
United States in 1919. Since that year the
ment in that expedition has paid econo
defense dividends without interruption.
trucking companies can carry defense or
cial cargo from New York to Los Angele
little as 60 hours or between Washington
Francisco in 75 hours, using sleeper cab v

The Army continues to maintain a high
interest in the improvement of America's
work of highways. The Secretary of the A
the executive agent of the Secretary of Def
Highways for National Defense has designa
Commander, MTMTS, to carry out his ope
responsibilities in matters relating to Highw
National Defense. In carrying out those r
bilities the Commander, MTMTS, maintains
liaison and working relationship with the Bu
Public Roads of the Department of Transp
and other appropriate Federal, State and no
mental agencies to insure proper regard for
needs in the improvement and use of the N
highways.

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ment of **Defense has aban-**
proposal to give tax relief
ry personnel who buy
cars overseas for State-
ery. Both the Treasury
merce departments spoke
ccusal of the seven per
e tax on new cars sought
Defense had felt the ex-
ld encourage more serv-
purchase American cars
hese vehicles would be
rice to foreign makes.

★★★

ave continued to tumble
mounts to a European
r, with members of the
d their dependents prime
s. Jet fares for the mili-
ell as retirees in some
dropped as low as $65
from the East Coast and
At least four agencies
ped prices for active
ns, their dependents, De-
f Defense and Service
and their families.

★★★

y wants a tug boat. The
evelopments Command
oir, Va., has proposed
t of a 60-foot tug for
***bors* and inland water-**
lace two aging boats in
g inventory. The new
be 60 feet long and
pability of towing four
d standard 85 long-ton
ve knots an hour.

★★★

o wants to sell a train.
se Logistics Services
ch sells surplus items
has a 560-foot train
arrying a 200-ton pay-
ain was built especially
y for overland use and
control car, nine cargo
ower generating cars
car. The train will be
competitive sealed bid
ation can be obtained
office in Battle Creek,

★★★

The Navy has announced the contract for construction of the LHA multipurpose amphibious warfare ship has been awarded to Ingalls Shipbuilding Division of Litton Systems at Pascagoula, Fla. The announcement of the $113.9 million contract increment with the ultimate potential construction of

nine ships at a cost of a billion dollars was made by Secretary of the Navy John H. Chafee.

The LHA will perform missions currently requiring four different types of vessels. As large as an ESSEX-class aircraft carrier, the LHA combines the features of an amphibious assault ship, the amphibious transport dock, the amphibious cargo ship and the dock landing ship. The ship will be capable of transporting and putting ashore an entire Marine Battalion landing team and its equipment. The LHA's will enable the Navy to delete from its five-year plan some 21 specialized amphibious warfare ships.

★★★

The Military Airlift Command and the Royal Air Force recently formulated an agreement for mutual exchange of airlift duties. Under the agreement, either MAC or the RAF Air Support Command may carry cargo, passengers and patients for the other, primarily on a space available basis. General Howell M. Estes Jr., USAF, MAC commander, signed the agreement. MAC has similar agreements with Canadian and Australian air forces.

★★★

A study completed by the Department of Transportation states ground handling of passengers and cargo has not kept pace with efficiency and change in the air. "Study of Air Cargo and Air Passenger Terminal Facilitation" was prepared by Simat, Helliesen, Eichner, Inc. The study forecasts world-wide passenger traffic will increase at an annual growth rate of nearly 10 percent with the cargo growth rate being close to 20 per cent. In view of this growth, the study stresses new ways must be found to handle traffic. The report will be used as a source document by industry-government task forces of the Transportation Facilitation Committee. Among other things, the report said six-hour Atlantic crossings for air cargo become six-day delivery because of documentation, processing and handling delays.

★★★

Ton-miles of intercity freight moved by truck, vehicle registrations and operating revenues reached new levels in 1968, according to the American Trucking Associations. Revenues of federally-regulated for-hire motor carriers were at $11.2 billion, or 49.4 per cent of total revenue distribution. More than 15.9 million trucks of all types were registered, about 39 per cent of the world's total. A movement of 415 billion intercity ton-miles of freight was noted, an increase of 26 billion ton-miles. Meanwhile, State and federal highway-use taxes also soared, to a new peak of $4.6 billion.

★★★

More than 27,975 miles of the 42,500 mile system of Interstate and Defense Highways are now open to traffic. Construction is underway on another 5,050 miles, according to information compiled by the Federal Highway Administration's Bureau of Public roads.

★★★

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A seven-day war took place in Virginia during May, involving more than four thousand military and State Department personnel. It was LOGEX 69, the Army's largest annual logistical maneuver, conducted at Ft. Lee. The paper war was an opportunity for participants to apply their knowledge of latest logistical doctrine. The scenario of the exercise depicted the Republic of Korea.

★★★

John Hathaway Reed, former Governor of Maine, has been named Chairman of the National Transportation Safety Board. The Presidential designation was announced by Secretary of Transportation Volpe. Mr. Reed has been a member of the NTSB since it was organized in May 1967. He served as governor from November of 1962 to January of 1967.

★★★

Army's NCO Logistics Program will be expanded to 47 MOSs in the near future. The NCO Logistic Program presently is the largest specialist program for NCOs, with more than 1200 enrolled. The program seeks to meet the growing demand for trained and experienced NCOs in the logistics field, and is voluntary.

★★★

James A. Washington, Jr., Dean of Howard University School of Law, was named General Counsel of the Department of Transportation. The announcement was made by Secretary Volpe. Dean Washington has been associated with Howard for a number of years and was graduated with an A.B. degree from that University in 1936. He received his Masters in Law from Harvard University in 1941.

★★★

Ceremonies marking t
C-141 STARLIFTER
Elmendorf AFB, Alaska
and material bound fo
Asia were recently held
The crew, from the 437
Airlift Wing at Charle
S.C., was treated to
Anchorage and dinn
flights through Elmendo
October 1965 under
COMBAT PACER.

★★★

Plans for a new agency
ography—to include
Guard, ESSA, the Bure
mercial Fisheries and
Grant program—are bog
Speaking to a commit
National Security Indus
ciation, Vice President A
budgetary problems as
reason for not switch
independent agency.

★★★

FACTS AND FIGURES

by

William A. Lesansky
Chief, Review and Statistics Division
Comptroller Directorate, MTMTS

Average haul (Miles per Ton), Department of Defense GBL Freight Traffic, top te
modity groups, Fiscal Years 1965–1968:

	FY 1968	FY 1967	FY 1966	FY 1
1. Ammo and Explosives	1,086	1,086	1,083	1,0
2. Personal Property (CONUS)	1,221	1,233	1,228	1,2
3. Iron and Steel Articles	747	917	1,031	1,0
4. Petroleum Products	320	310	301	2
5. Electrical Equipmt & Pts	1,244	1,180	1,257	1,1
6. Provisions	605	655	749	6
a. Perishable	334	347	419	4
b. Non-perishable	729	762	887	7
7. Ordnance	910	930	895	9
8. Containers, all kinds	847	1,028	1,044	1,0
9. Machinery Parts	996	1,037	1,063	8
10. Military Vehicles	751	743	748	7

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U.S. Army Cargo Transportation in Thailand

by

Lieutenant Colonel John D. Bruen, USA
Assistant Executive
Deputy Chief of Staff for Logistics

nilitary surface transportation network in
is operated by the 9th Logistical Com-
major subordinate element of the U.S.
upport Thailand (USARSUPTHAI). Ele-
the 9th Logistical Command arrived in
in 1962 to assist the Royal Thai Govern-
h road construction efforts. As a result of
iorating situation in Southeast Asia during
with the consent of the Thai Government,
inder of the Logistical Command was sent
nd for additional construction effort and
support activities. During the latter part
ne responsibility for surface transportation
s was transferred from the U.S. Military
e Command, Thailand, to the 9th Logisti-
nand. This responsibility included: opera-
ıter ports and beach operations, break-bulk
house operations for dry and reefer cargo,
ıovement of this cargo within country. The
ıtion network to support these activities
f a mix of U.S. Military, Royal Thai Gov-
and contractor-owned and operated assets
ties.

the only major port available to discharge
s the river port at Bangkok which was located approximately 20 miles upriver from the Gulf of Siam. The port was restricted to vessels less than 565 feet in length and drawing less than 27 feet of water. There were 10 deep draft berths available plus five to a dozen anchorage sites in the river for lighterage discharge, the number varying with the length of the vessels being worked.

A great deal of the commercial cargo was handled by lighterage. The deep draft berths were located on a quay wall built along the river bank. No single berth was available for the discharge of military cargo. Ships often had to wait 10-14 days for a berth on the quay wall, or 5-7 days for an anchorage site in the river. Both military and commercial cargo were handled in much the same fashion, except that military cargo had to be trucked directly from the ships' tackle as no military warehousing was available in the port area. The greatest limitations on Bangkok port capacity were the lack of warehousing and the limited transportation resources for moving cargo to and from the port area. Apron and warehouse congestion caused further delays. In addition, one rail spur was located along the entire quay wall, but, its use was limited. The discharge of cargo to or from rail had to be interrupted fre-

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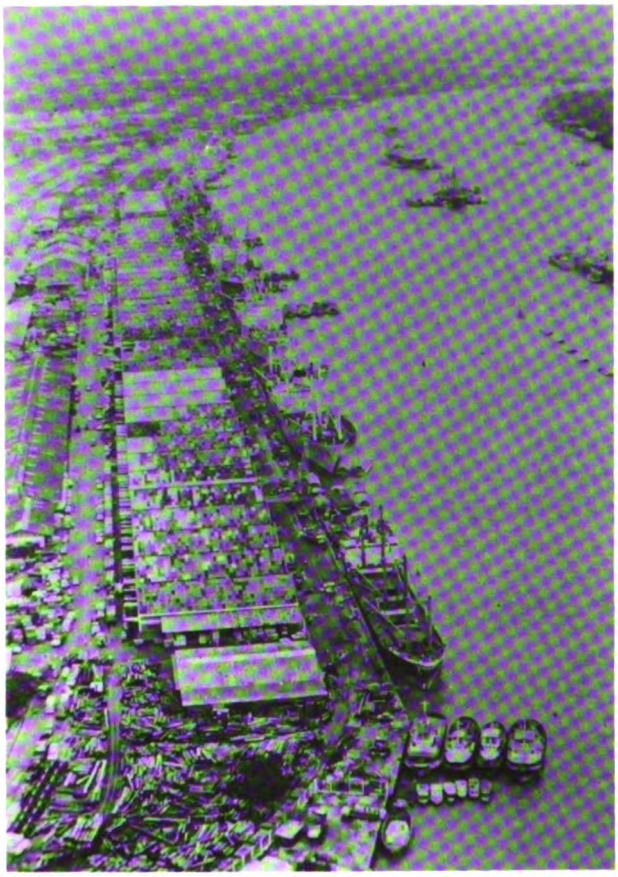

quently while the one or two loaded rail cars were shifted—a slow and painful process in a truck-dominated port.

The transit warehouse facilities at the port were used as the country's basic supply and distribution center. In fact, the customs warehouses which were located near the quay wall often were used for commercial cargo storage at very nominal cost, thereby seriously aggravating the problems of port clearance. In addition, the increase in military traffic was occurring at the same time the commercial traffic was increasing by 7-10 percent per year. The unloading capacities at the port plus the shortage of transportation capability beyond the port became the greatest logistical problems in Thailand. The commercial cargo had to pass through the customs warehouses, and the military cargo had to be cleared by customs well in advance, or await clearance the same as commercial cargo. None of the commercial port facilities were reserved for the exclusive handling of military cargo.

Very little in-transit storage space was available anywhere: *i.e.*, none at the port, some reefer and PX warehousing space in the city (and the port is located within the city) and none near the city. All previous efforts to obtain military storage space in or near the city had been unsuccessful because space was at a premium. Once cargo was c to truck or rail transportation for any di all, it was generally better to continue mov destination rather than commit cargo t handling at commercial contractor-operated located outside the port area.

The military system of cargo accountab difficult to supervise even under the best co Although the military cargo was a small pe of the total cargo at Bangkok, commercial were interested in moving the military o away from Bangkok as soon as possible du continuing increase in commercial traffic. terest was further aggravated by the estab of a surcharge in early 1967 resulting from Japan-Thailand Conference—an area co shipping conference. The surcharge of 7½ was quickly doubled because of the con port congestion. This surcharge was estab an incentive to move the cargo out of the in port area. As a result of the problems of in Bangkok, the decision was made for Logistical Command to move its operation Bangkok to a Thai naval facility at Sattahip approximately 118 miles to the South.

In June 1966 a Military Aid Program completed for use by the Thai Navy at near Sattahip. This small pier was used tary cargo operations by small tankers and ally for dry cargo vessels. In September De Long pier was installed at Vayama, ammunition operations were moved there. D vessels also were discharged at the De L whenever a berth was available.

Several problems were encountered du

ABOUT THE AUTHOR

Lieutenant Colonel John D. Bruen was assi Assistant Executive to the Deputy Chief of S Logistics, Department of the Army in Marc following an assignment as Chief, Movements Directorate of Army Transportation. He return Thailand in June 1967 where he was assigned year as the Director of Transportation, 9th L Command. His other overseas tours include Germany and the Azores. Colonel Bruen recei undergraduate degree from the University of M and a graduate degree in Business from the U of Pittsburgh. He attended the Command an Course at the Naval War College 1965-66. He h an instructor at the Army Transportation School Eustis, and has taught in the overseas program University of Maryland. His decorations inclu Army Commendation Medal with one oak leaf He is scheduled for reassignment shortly to Viet

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First, although all ammunition operations
ved out of the center of Bangkok, additional
facilities and personnel were required at
to handle the increased workload. Secondly,
lity at Vayama was on Thai Navy land and,
e, required coordination with that agency.

since the port at Bangkok was a river
re were no ocean pilots trained to dock
he new deep water facility at Vayama. The
to this last problem was to train Navy
nd later river pilots from Bangkok to
sh the task.
jetty and four deep draft berths were
l at Sattahip during the period May 1967
1968. Virtually all military cargo now is
d at the Sattahip/Vayama complex.
itary cargo requirements increased it be-
re and more evident that the bottleneck
traffic at Sattahip was the movement of
n the port area. Although approximately
nt of the commercial inland traffic was
waterways, all of the military cargo was
truck or by rail. The Royal State Railway
ment-owned. The rail is meter gauge and
s single track, except for a small double
tch of 54 miles from Bangkok to Phachi.
e early period of operations rail movement
for 3/10 percent of the military cargo
remainder moved entirely by truck. Rail
increased significantly in 1967 as a result
ablishment of a truck-rail transfer point
engsao, which was located approximately
to the North of Sattahip port. The major-
cargo movement, however, continues to be

nercial company, the Express Transporta-
nization (ETO), was established in 1965
secure movement of military cargo. This
company has a monopoly for truck movement in the port areas. In Bangkok the contractor provided trucks at shipside to move the military cargo directly to its ultimate destination since no in-transit storage space was available. At Vayama/Sattahip the contractor moved the cargo either from shipside *or* from in-transit storage areas. Although the truck contractor (ETO) had excellent facilities for maintenance and training in Bangkok, the availability of trucks was extremely limited (approximately 500 trucks of 10-ton capacity in early 1967). ETO often augmented its fleet by subcontracting to other commercial operators for the movement of military cargo. This process became extremely time-consuming because of the need for trucks to be waiting at shipside in order to move the cargo out of the port of Bangkok, or to move the trucks to the port at Sattahip from Bangkok or other upcountry locations.

In order to assist the commercial truck contractor in moving military cargo during a time of increasing commercial shipments, a U.S. truck battalion arrived incountry in December 1966. The mission of the truck battalion was to augment the commercial truck contractor. This required a great deal of coordination between the Thai Government, U.S. Military Assistance Command Thailand, U.S. Army Support, Thailand and the commercial truck contractor. During the initial phases the truck battalion had to accept commitments that were least lucrative for the commercial truck contractor (no back hauls existed), or were clearly beyond his capabilities. In time a spirit of rapport developed between the two organizations that allowed the best interests of both to be served.

Overall control of cargo movement was assigned to the Movements Control Detachment under 9th Logistical Command, an organization which functioned much the same as the Transportation Movements Agency (TMA) in Vietnam. It was this organization which could best determine the overall cargo movements within Thailand. Actual cargo movements were accomplished by both military and commercial trucks and coordination between the two agencies was essential. Control of truck movements, often over a distance of almost 600 miles from point of origin to destination, required the utmost spirit of cooperation between the military and commercial organizations. Although rail operations have been greatly increased, the majority of military cargo movement continues to be accomplished by truck.

In summary, further progress is required in developing highways, railways, and waterway lines of communication to assist the economic growth of the country. Overall, the record of military transportation accomplishments in an environment of significant increase in commercial transportation activity has been a successful one.

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TOMORROW, TODAY WILL BE YESTERDAY

(Continued from page 5)

highly important development. The carriers involved in an international joint-rate movement could agree to assume full responsibility for loss or damage throughout the entire journey.

Of course, standardization of equipment, development of common terminals and docking facilities, free exchange of traffic information, use of single bills of lading or other shipping documents—these and many other technical improvements must be fully developed to insure the success of containerization.

What are the benefits to be gained from the increase in national and international trade which can be expected from the further development of containerization? While not all of the benefits are in the field of economics, there will undoub considerable monetary return to participat riers. Additionally, we look to a time w friendship and the goals which we sha nations around the world can be reflected our trade with those nations. Transportati its new efficiency and economy, hastens our toward that time.

Container know no State or national bou They are undisturbed by the transfer from sea. It is convenient that they should have at the same time that our partnerships wi nations have led us to new understandi agreements concerning the movement national trade. Transportation was the co bound together the regions of the North continent, and in this generation, the oc withstanding, it can be the cord which ties closely to the nations of the world.

Interstate Commerce Commission Building, Washington, D.C.

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USAREUR Announces New Support Command

MG VAUGHAN

BG DONLEY

COL LARSON

IS, Germany (Special)—The U.S. Army Com- ns Zone, Europe (COMZ) became the U.S. Army Support Command, Europe (TASCOM) 6.

continuing USAREUR program to streamline and logistics structure, the new TASCOM ers announced redesignation of the former pply and Maintenance Agency as a TASCOM ordinate command, now called U.S. Army Command, Europe (MATCOM). TASCOM's r subordinate command is U.S. Army Trans- Command, Europe (TRANSCOM) which was in December 1968.

M, commanded by Maj Gen. Woodrow W. encompasses a web of support activities which m Portugal, through Italy, Germany, and the ountries, to Great Britain and Denmark. Germany hosts the majority of its facilities pots and four large maintenance plants, and r installations. The five U.S. Army Support hose areas generally coincide with the Federal f Germany state boundaries, are also a part TASCOM.

M, commanded by Brig. Gen. Edwin I. direct the wholesale supply and depot level maintenance activities for the U.S. Army Europe from its headquarters in Zweibruecken. This headquarters which was formed from the former COMZ Supply and Maintenance Agency, normally processes between 180,000 and 200,000 supply and maintenance requests each month. Latest inventories in the huge U.S. Army wholesale operations show more than two million tons of items on hand with a value of nearly $2 billion. The full range of supplies, equipment, and repair parts processed by the new MATCOM includes everything from food and clothing to armored vehicles and guided missiles.

TRANSCOM, commanded by Colonel Robert W. Larson, is responsible for managing all U.S. Army sponsored transportation activities in Central Europe and provides transportation management support for other U.S. Forces activities. Its major subordinate commands are the 37th Motor Transportation Group at Kaiserslautern, the 11th Transportation Terminal Command at Bremerhaven, the Transportation Movements Control Agency, and the U.S. Army Reception Group, Europe.

TASCOM, MATCOM and TRANSCOM are the latest additions to the GI's European vocabulary and reflect the U.S. Army's latest logistical doctrine in action in Europe.

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic Management and Terminal Service, a single-manager agency for Department of Defense transportation functions under the Secretary of the Army. Its purpose is to provide timely, authoritative information on policies, plans, operations, and technical developments in the defense transportation field.

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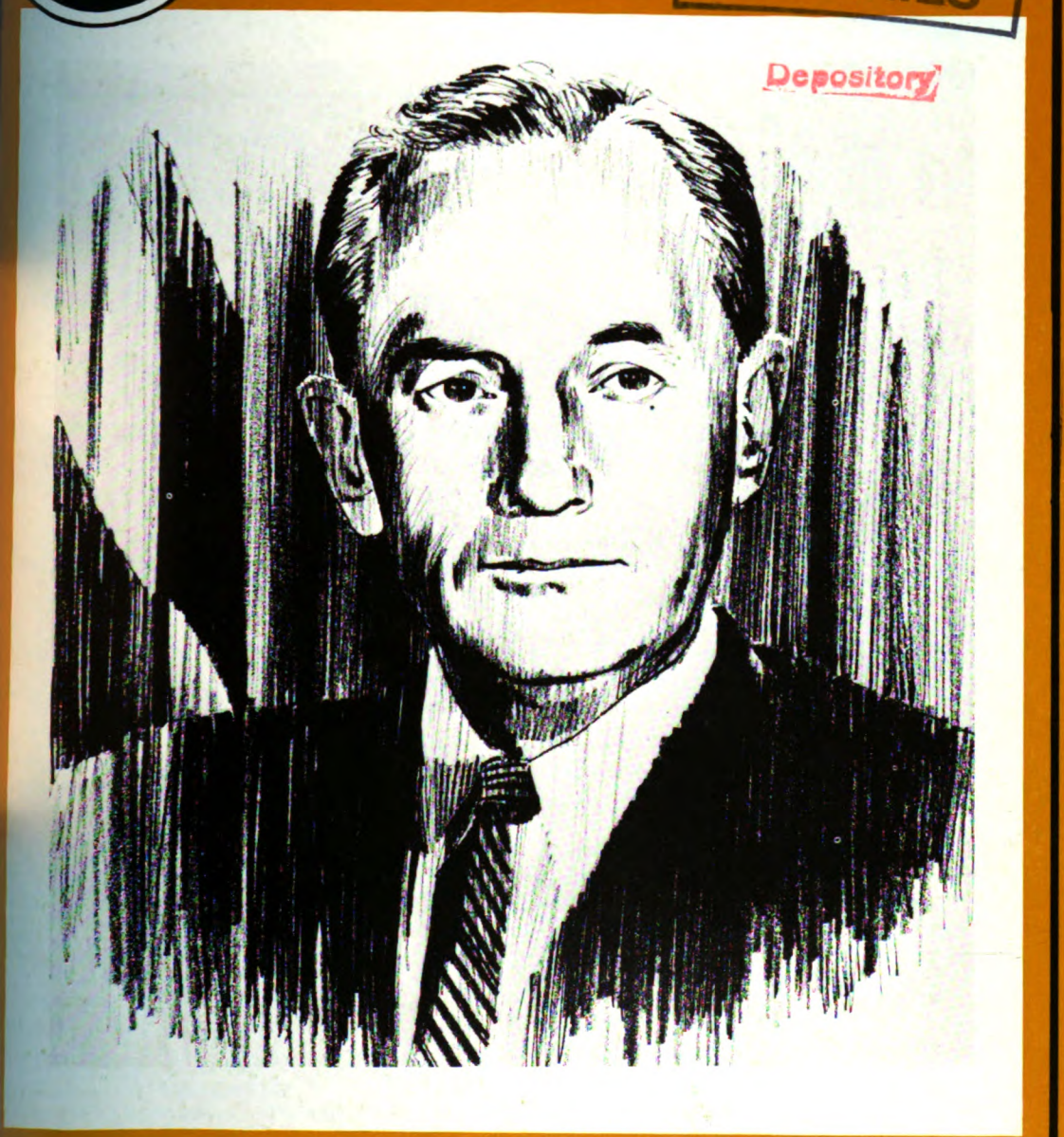

Depository

TRANSPORTATION MANAGEMENT: THE TASK AHEAD

by The Honorable Barry J. Shillito

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August 1969

VOL. III No. 7

Transportation Proceedings

The Official Magazine of
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FEATURES

TRANSPORTATION MANAGEMENT: THE TASK AHE
The Honorable Barry J. Shillito ----------

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Brigadier General Edwin I. Donley, USA ----------

THE UNITED STATES ARMY TRANSPORTATION COMMAND, EUROPE
Colonel Robert W. Larson, USA ----------

TRANSPORTATION IN THE GREAT NORTHWEST
Lieutenant John D. Murphy, USA ----------

DEPARTMENTS

Facts and Figures ----------

Newsreview ----------

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CREDO FOR DEFENDERS OF OUR NATION

Presented by President Richard M. Nixon at commencement exercises at the Air Force Academy, Colorado Springs, Colorado, June 4, 1969

that we must balance our need for survival
ı with our need for survival as a people.
soldiers and civilians, must remember that
ıot an end in itself—it is a way of holding
eepest values known to civilized man.

that our defense establishment will remain
; of our national policy of bringing about
e world, and that those in any way con-
the military must scrupulously avoid even
nce of becoming the master of that policy.

that every man in uniform is a citizen
erviceman second, and that we must resist
to isolate or separate the defender from
d. So you can see that in this regard,
agitate for the removal of the ROTC
: campuses contribute to an unwanted

that the basis for decisions on defense
st be "what do we do, what do we need
ırity" and not "what will this mean for
employment." The Defense Department
be considered as a modern WPA. There
r ways for government to help insure a
rity and high employment.

moderation has a moral significance only
have another choice. The weak can only plead. Magnanimity and restraint gain moral meaning coming from the strong.

I believe that defense decisions must be made on the hard realities of the offensive capabilities of our potential adversaries, and not on the fervent hopes about their intentions. With Thomas Jefferson, we can prefer "the flatteries of hope" to he gloom of despair, but we cannot survive in the real world if we plan our defense in a dream world.

I believe we must take risks for peace—but calculated risks, not foolish risks. We shall not trade our defenses for a disarming smile or charming words. We are prepared for new initiatives in the control of arms in the context of other specific moves to reduce tensions around the world.

I believe that America is not going to become a garrison state, or a welfare state, or a police state—simply because the American people will defend our values from those forces external or internal that would challenge or erode them.

And I believe this above all: That this Nation shall continue to be a source of freedom's strength, in creating a just world order that will bring an end to war.

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TRANSPORTATION MANAGEMENT: THE TASK AHEAD

by

The Honorable Barry J. Shillito
Assistant Secretary of Defense
Installations and Logistics

A discussion of transportation within the Department of Defense is usually related to cargo and passengers moved on a comparative basis, portraying a pattern of growth. This has been particularly true since the build-up in Southeast Asia began in 1965, and the accomplishments have truly been awesome. I am of the opinion, however, that to appreciate the magnitude of the management challenge within transportation it must not only be related to the past, but to other aspects of our national effort.

Our national transportation effort can best be expressed by comparing it to the gross national product. In 1968, with a GNP of $860.6 billion, the net contribution of the transportation industry was $28 billion. This vast commodity, or resource, does indeed make all other industries possible, as was stated by the President in his National Defense Transportation Day Proclamation.

Logistics is the basic foundation of our operations in Southeast Asia, as it has been in all past wars, but never has transportation been so highlighted as by this 8,000 mile pipeline. This accounts for the nearly $4 billion dollar expenditure for transportation within our total defense budget.

For history to be of value it must be put to a practical use. I don't wish to dwell on laurels of the past, for our transportation accomplishments are well known. Instead, I would like to utilize this historical base, and the logistic lessons which it has provided, to project the monumental managerial challenges of defense transportation.

This projection is not intended to forecast that Department of Defense transportation p change during the coming decade. Ins intended to visualize probable developme we may plan our management of this va most effectively.

To develop our defense transportatio for the coming decade, we must first ha as to what our requirements will be. Since movements to areas other than Southeast averaged about three million short tons and two million passengers each year. It i ble to presume that these amounts are r tive of our post-SEA requirements. App 4 percent of our cargo and 98 percent o senger movements overseas are by air. Th sofar as passengers are concerned, wil prevail; however, with the new family such as the C-5 and the 747 making reductions in ton-mile cargo costs, it is expect an increase in the air versus surf ment ratio. This should result primarily fr mic factors such as reduced costs which wi the number of air eligible items, and t pipeline times which in turn should re overseas inventory requirements. The 4 p total movements now being airlifted rela nage only, and it takes on much more s when we realize that this represents app 30 percent of our total number of shipme

We anticipate a realignment of Milit Command Aerial Ports of Embarkation a structure, based on cargo generation pat

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icies of the Department of Defense are of ongress. Here Mr. Shillito is seen testifying the committees. Accompanying the Secretary ght, Major General Clarence J. Lang, Com- ITS; Mr. Vincent Caputo, Director for Trans- Warehousing Policy, Office of the Assistant Defense (I&L); Mr. Paul R. Chagnon, Deputy Director of Freight Traffic, MTMTS; Mr. Robert J. Surkein, Transportation Officer U.S. Army Munitions Command; Mr. Vincent P. Huggard, Acting Assistant Secretary of the Army (I&L); Mr. Shillito; Colonel John J. Osick, Office of the Assistant Chief of Staff for Force Development, U.S. Army; and Dr. Benjamin L. Harris, Defense Research and Engineering, Office of the Secretary of Defense.

toward more direct source to user air The use of containers in airlift will in- patible to advanced rapid loading sys- will allow loading and unloading of the jets in a matter of minutes instead of er mechanization and modernization of inals will greatly improve speed and cargo processing and handling; how- ired outflow of cargo from destination consignees will continue to present ges. A possible solution toward break- jams will be the use of helicopters for nd dispersing cargo, and for onward users in combat areas.

neration of strategic transports is not foreseen in the next decade; therefore, the VTOL/STOL light transport may become more essential. As the U.S. SST becomes a reality it will have defense applications primarily through its use by the airlines in moving military passengers. We expect that the airlines will continue to be the primary means for the movement of personnel, particularly as they procure more of the huge passenger jets.

In the near future we expect to benefit by the use of airlift for the movement of additional items which become cost effective over selected channels. It is possible that some household goods and privately owned vehicles may be airlifted to remote areas. Insofar as airlift is concerned, we are truly entering into a new and challenging era. Much of

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Barry J. Shillito, top logistician in the Defe ment, discusses plans and programs to attain fense Per Dollar." Listening attentively are Caputo, center, DoD's Director of Transpo Warehousing Policy and James A. Ziccarelli, Information, MTMTS.

the equipment which will provide the main-stay of our airlift force for the next 10 years, such as the C-141 and the C-5, is in-being today or is entering the inventory. The effectiveness of its utilization rests on visionary and agressive management.

In sealift there are trends which will also have an influence on defense transportation, the primary one being containerization which has been growing rapidly during the past several years. The greatest increase in containerization has occurred between the United States and Europe. For example, the DoD shipped about one million measurement tons of cargo in containers, world-wide, during 1967 and more than twice this amount in 1968, with further increases anticipated in 1969. Also, the Maritime Administration indicates that in 1968 about one-third of all U.S. export liner cargo over the North Atlantic route was containerized, as was about one-fourth of all inbound liner cargo over this route, for a total of 5.4 million measurement tons of cargo. It is conceivable that most general cargo moving between the United States and Europe could be containerized by the mid-1970's.

Commercial distribution patterns for ocean shipments are between major terminals and favor the construction of large, non-selfsustaining container ships because of their greater capacity and the ability to off-load these ships more rapidly. Also, it is anticipated that by 1975 many of the break-bulk ships will disappear from the current inventory. If this trend continues it may result in a U. S. merchant fleet that would not satisfy DoD contingency requirements for movement into under areas where shore based equipment fo charge of containers is not available. H the present time about half of the cont in commercial operation are equipped own cargo gear for loading and dischargi ers, and thus would be suitable for DoD contingency situation in underdeveloped a

Based upon a recent analysis we have that adequate break-bulk and self-susta tainer shipping will be available to meet D time and emergency requirements thro Year 1975, if we use the established 25 tion rate for merchant ships.

In order to improve our sealift posture ing defense emergency requirements bey Year 1975 we believe that the followin consideration.

1. In developing plans and specific U.S. merchant ships to be built with c differential subsidies, an adequate numb tainer ships should be provided with carg capability and other essential national d tures.

2. The "RESPOND" program shoul implemented to improve the availabilit commercial ships with the desired featur DoD emergency requirements on a timel

3. Studies should be pursued so that carriers and the Maritime Administration of the kinds of ships that will be requir department beyond Fiscal Year 1975.

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mmary, we foresee no revolutionary or changes in defense transportation policies .ie next decade. Instead, we anticipate a ınd progressive trend in the refinement and ent of the resources which technology is available, both in defense and industry. There will be technological break-throughs which, at this time, we cannot project; however, we must economically utilize these innovations to our advantage as we have in the past. Defense transportation is dynamic, and its greatest challenge during the foreseeable future is in the field of management.

ABOUT THE AUTHOR

Shillito was born January 1, 1921, at Dayton, on of Lucian W. and Mary Ellen (O'Connor) attended grade schools and Chaminade High ayton and the University of Dayton where he economics.

to enlisted in the Army Air Corps in 1942 and ilot training in June 1943. He was a prisoner ermany from December 1943 until the end of fter the war he obtained both commercial and lot licenses. He also completed his undergrad- at the University of Dayton and in 1949 re- achelor of science degree.

while completing his college education, Mr. in his business career as general manager of incoln Supply Co. in Dayton. From 1949 to s section chief and contracting officer of the Division, Headquarters Air Materiel Com- ht-Patterson Air Force Base. He was also the Fighter Fire Control Systems Planning is capacity he was concerned with the acqui- ectronic fire control systems for Air Force ft.

o became Director of Materiel at the Hughes Culver City, Calif., in 1954. In 1958 he com- lvanced Management Program at the Univer- rnia at Los Angeles, and the same year be- r of Sales for Hughes Aircraft Co. In 1959 e Houston Fearless Co. as Executive Vice d in 1960 he became President of the com- nained in that capacity until 1962 when he presidency of the Logistics Management In- vate, non-profit, fact-finding and research or- ıcerned with major defense logistics problems.

again came to the Department of Defense he became Assistant Secretary of the Navy and Logistics). He served in that position me Assistant Secretary of Defense (Installa- gistics). He was nominated to his present President Nixon on January 23, 1969, was the Senate on January 29, and took the oath bruary 1.

As Assistant Secretary of Defense (Installations and Logistics), Mr. Shillito is concerned with the expenditure of half the Department of Defense's $80-billion budget. His task involves the support of 11,000 installations around the world, construction and maintenance of housing for 360,000 families, and transportation expenditures of $4.5 billion a year. The latter figure includes $500 million for moving people and their household furnishings. The Department of Defense deals with about 30,000 contractors, of which approximately 200 handle the major weapon systems.

Mr. Shillito's plan is to employ the expertise of the military services and industry, imposing only essential Department of Defense controls. He said industry has found that the most effective approach is to establish firm control in the beginning, then decentralize.

He uses the word "synergism" to describe his approach to Department of Defense installations and logistics problems. "Synergism" is defined as the simultaneous action of separate agencies which, together, have greater total effect than the sum of their individual effects."

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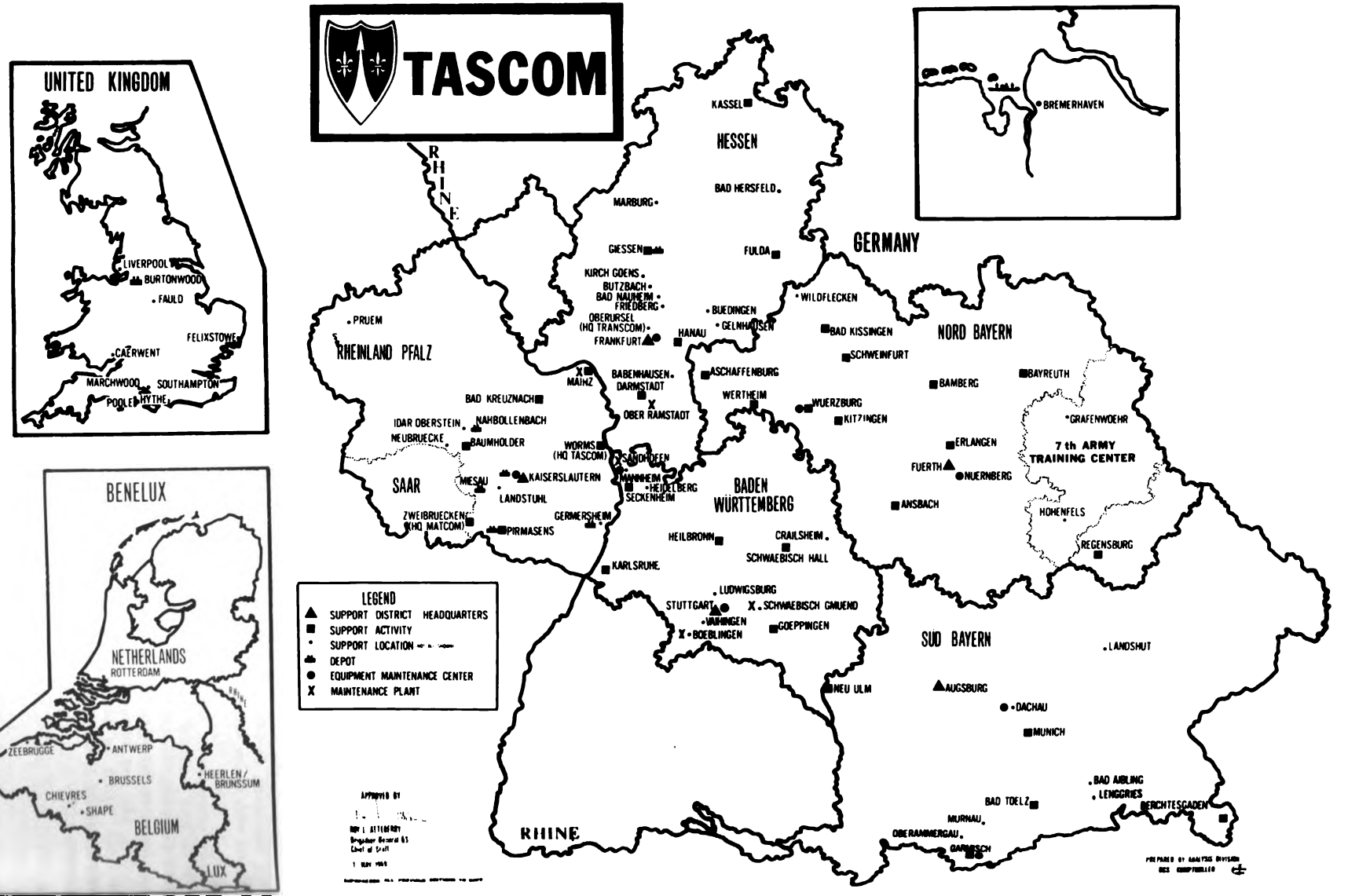

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intend to give the world's finest soldier the finest support, and we intend to provide it ely, efficiently and economically. This is the . . .

The United States Theater Army Support Command, Europe

by

Major General Woodrow W. Vaughan, USA
Commanding General, U.S. TASCOM, Europe

nited States Theater Army Support Com- ASCOM) Europe is a new organization in ware of the challenges ahead, and we are ourselves to meet them.

the direction of the Commander-in-Chief, , Europe (CINCUSAREUR), this command by the "Four M's" the Army Chief of Staff ied as keys to the attainment of the goals of dern Army: Mission, Management, Modern- d Motivation. Stated in capsule form, we in interpret the Four M's this way:

Providing logistical support to U.S. Forces and their dependents—effectively, efficiently, ly.

nent: Using advanced, progressive tech- se effectively the tremendous resources allo- by the Department of the Army.

zation: A forward looking approach to g our organization, and increasing the use ion and other technological breakthroughs the accomplishment of our mission.

n: Instilling in each member of the com- or *her* importance, keeping in mind that ur prime resource.

Before we look at the TASCOM of today in detail, it is well to glance back through the years at where we came from. For in truth TASCOM is an evolution in the logistical organization in Europe—not a revolution.

One of the Army's largest logistical organizations, TASCOM or its predecessor is now in its 28th year. Our official Organization Day has been established as May 24, 1942. Activated on that date in England, under the command of the late Lieutenant General John C. H. Lee, the Services of Supply, European Theater of Operations, spent the ensuing two years fleshing out its organization and stockpiling the supplies and equipment for the greatest armed invasion in history—the Allied cross-channel attack on Normandy on June 6, 1944.

General Lee moved his headquarters to France in the wake of the invasion, and the organization—redesignated the Communications Zone (COMZ)—performed logistical miracles as it furnished 61 U.S. combat divisions with more than 21 million tons of supplies before V-E day rolled around 11 months later—May 8, 1945.

The colors of World War II's COMZ were furled

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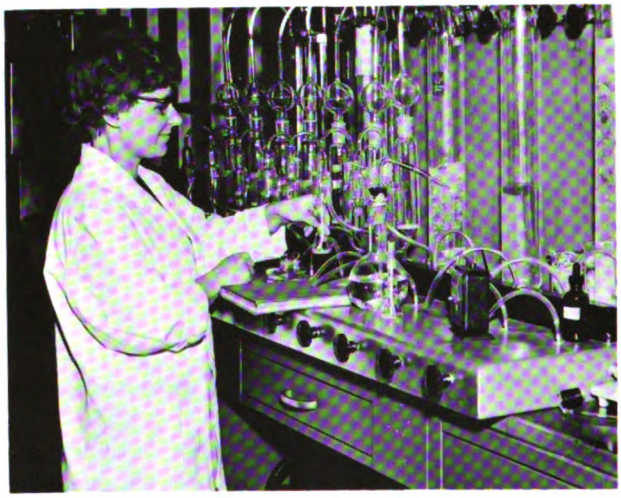
in January 1946. But it was not to lie dormant for long. Less than five years later, the need to re-establish a line of communications in Europe arose. The rapid expansion of the Communists in Europe, and the Berlin Blockade of 1948-49, led to the formation of the North Atlantic Treaty Organization and an allied military force from the NATO nations. Therefore, a greatly augmented LOC was needed to supply the U.S. Forces committed to NATO and maintain them in combat readiness on the continent of Europe.

On November 6, 1950, the U.S. and French governments concluded an agreement whereby the United States was to establish and maintain a line of communications across France from its Atlantic ports in the southwest to the German border in the northeast. Five days later, some 1,000 U.S. troops moved into France



Testing petroleum product samples at the 993rd Petroleum Products Laboratory near Kaiserslautern assures high standards of product quality.

German employees repair tracking **for the M-113 APC on the track assembly line at Boeblingen Maintenance Plant.**

with 300 trucks and trailers loaded with the ne equipment to set up shop. On the same day, t supply ships were being unloaded at Bordeaux. was again in business, and it was to remain in for more than 16 years.

An effective LOC was established and operat its performance was outstanding. Meeting challenges became commonplace: providing disa lief for the stricken populace during floods in River valley in Italy and the earthquake vict Agadir, Morocco and Skopje, Yugoslavia a two examples.

Other historical events in the command's hist COMZ's response to the Lebanon Crisis of 19 buildup of U.S. Forces after the communists the Berlin Wall in 1961, Operation Big Lift i the drawdown of the forces starting in 1963, t cation from France in 1966-67, the merger w U.S. Army Area Command in Germany in 19 realignment of the former Area Command distri the reorganization of COMZ as TASCOM in 196

TASCOM's mission is categorized into 14 functions. They are briefly, as follows:

Operate the theater wholesale supply sy for all classes of supply except Class VIII (m cal) for all U.S. Forces in USAREUR, and vide supply support of selected items to ce NATO countries.

Store, maintain and issue prepositioned teriel.

Perform, or contract for, depot level m tenance.

Perform direct and general support m tenance for other than Seventh Army unit

Support U.S. Army personnel and depend in designated areas of Europe.

Support U.S. elements, personnel and de dents at all NATO headquarters in the Be countries.

Operate U.S. Army water port terminal West Germany, Benelux and the United K dom.

Operate (or contract for) line haul transp tion in West Germany, Benelux and the U Kingdom.

Maintain liaison with the government of gium for criminal jurisdiction.

Conduct or direct U.S. Army procureme Europe.

Provide calibration support for desig equipment for all services in Europe.

Operate the theater's recreational program, cept for the Armed Forces Recreation Ce and the American Forces Network, Europe.

Be prepared to support operations throug Europe, Middle East and Africa.

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yee at the Miesau Ammunition Depot drives fork d with 175mm projectiles.

A German plant employee replaces the rear axle assembly of a truck at Kaiserslautern.

These functions do not, however, begin to tell entire TASCOM story. The following statis- and comparisons will help to complete the ure.

TASCOM supports approximately 350,000 ice personnel and their dependents in Europe. t is one of the largest administrative and stical organizations in the world, ranking ng the top ten corporations in the United es and Europe in volume of business and e of operations, managing resources of more one billion dollars annually.

ur installations occupy nearly a quarter-mil- acres of real estate whose acquisition cost $1.75 billion; our 29,000 buildings con- more than 250 million square feet of floor e, and we manage more than 42,000 family sing units.

90,000 line items of supplies and equipment, ed at $1.9 billion, are managed and stored in our depot system. This amounts to more than two million short tons, located at 45 storage sites, and requires nearly seven million square feet of covered space and about nine million square feet of open improved storage.

TASCOM pumps some 23 million barrels of petroleum products through 444.6 miles of pipeline each year.

We operate 81 transportation motor pools, with a fleet of about 9,500 vehicles, maintain 1,700 pieces of railway rolling stock and a marine reserve fleet of 100 ships, and operate 38 fixed- and rotary-wing aircraft.

TASCOM contracts for $250 million worth of goods and services each year through its 16 procurement offices.

TASCOM's U.S. Army Postal Group is responsible for six Base Post Offices, 12 Army Postal Units, and a Postal Regulating Detachment.

ABOUT THE AUTHOR

General Woodrow W. Vaughan was assigned nanding General, U.S. Army Communications rope, in January 1969 following an assignment y Director, Defense Supply Agency, Alexandria, was named Commanding General, U.S. TASCOM, 1 April 1969.

l Vaughan was born in Woodford, Okla., May 9, ended public schools in Ardmore and entered &M College in 1934. He was appointed to the tary Academy in 1936 and was graduated and ned in the Regular Army in 1940. During ar II he served principally in the China-Burma-a, where he served as Assistant Chief of Staff, vices of Supply, and later as Deputy G-4, U.S. hina Theater. In these jobs he was responsible ases of planning for and supervising the implementation of logistic support to American and Allied forces in the China Theater. Included in this was the deployment of Chinese forces from Burma to North and East China and repatriation of Japanese forces to Japan.

Assignments since World War II have included duty with the Office Director Research and Development, War Department General Staff; service as commanding officer of the Quartermaster Market Center System, USAREUR, Frankfurt, Germany; and assignments as assistant commandant of the Army Quartermaster School, Fort Lee, Va.; Senior Logistics Advisor, ROKA, Hq KMAG, Seoul, Korea; Commanding General, U.S. Army Natick Laboratories in Massachusetts; Assistant Director, Plans, Programs and Systems, Defense Supply Agency, and Deputy Director of DSA.

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But TASCOM isn't statistics or real estate or machines. TASCOM is people! It is dedicated, knowledgeable people—military, civilian, American, Allied, men, women—doing a vital job in support of U.S. Forces in Europe.

There are about 55,000 people—military, U.S. civilian, and local national personnel—located in 11 European countries: Denmark, the United Kingdom, the Netherlands, Belgium, Luxembourg, West Germany, France, Portugal, Spain, Italy and Yugoslavia.

Since 1962, there has been a steady reduction in strength while during the same period, the command has assumed new missions. These two events have been possible by better management and organization of this strength.

But people problems have brought on one of our real challenges. A case in point: We are authorized about 2,000 officers; we are assigned about 1,500, of which 1,200 are company grade with less than 3 years service. How do we make up for this shortage—not just in number, but in experience? This in itself poses a major management problem.

How do we apply available manpower and money to accomplish TASCOM's mission? We are presently streamlining our organization to make it more compatible with computer techniques. We are designing more automated management information systems so people can use the information not just compile it. We are encouraging officials to act not ask. We are reducing some 34 subordinate commands reporting to this headquarters. Our streamlining process calls for more functional grouping to reduce this unwieldy span of control.

Another major step, now being implemented, will have been completed by the time this article sees the light of day. In the absence of an area support command, TASCOM's district commanders report directly to this headquarters in the performance of their area support missions. We are creating a dedicated part of the Headquarters staff, calling it a Theater Area Support Management Agency (TASMA) and letting it control the mission elements of area support.

This dedicated staff engaged primarily in area support operations will free other members of the general staff from such details, allowing them to concentrate on the overall command, control and management of the entire TASCOM mission.

Area support in Germany is provided through five U.S. Forces Support Districts (SUPDISTs): Hessen, Rheinland-Pfalz, Baden-Wuerttemberg, Nord Bayern, and Sued Bayern, whose boundaries correspond closely to those of the German Laender (states) in which they operate. Local area support is provided by each SUPDIST's Support Activities (SUPACTs), of which there are currently 33.

In the Benelux countries, area support is by the NATO/SHAPE Support Group (U.S.)

Other commands of TASCOM include the Education Development Agency with its 141 centers; the Special Service Agency; the Mort tem; the Postal Group; the Equipment Suppo and its Equipment Support Centers that pro maintenance and the USAREUR Augmentatio ness Group, which stores, maintains, and is to issue, in ready-to-roll condition, the equip dual-based units and other forces which woul lifted to Europe from the United States in an em

The responsibilities of two of TASCOM's m ordinate commands—Materiel Command (MA and Transportation Command (TRANSCOM) cussed in separate detail in this issue.

Through all of its subordinates, TASCOM providing modern logistics to support a mode

The cohesive factor which binds all of T together is motivation. Our personnel are pro at work and their performance shows it. T numerous examples which could be cited to the high level of motivation within the comm example was the manner in which our pe formed during Exercise REFORGER I last Jan

During the arrival and equipment issue pha exercise, TASCOM exercised operational cont reforger forces through the REFORGER Group, which operated 24 hours-a-day, seve week. TRANSCOM, through its U.S. Army Group, Europe (USARGE), operated personn tion centers at the arrival airports and moved of the 24th Infantry Division directly to the of their prepositioned equipment, using both

Workers at Nahbollenbach repair a tear in a trailer tarpaulin.

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ies are rebuilt at the U.S. Army Maintenance Mainz, Germany.

ransportation, under the control of TRANS- ril Movement Division and the 37th Trans- Group (Motor Transport).

oop units were issued their combat-ready by the USAREUR Augmentation Readiness ARG), while Support Districts Rheinland-Pfalz, Hessen, Nord Bayern, and Baden-Wuerttemberg provided area support for REFORGER I units in their respective areas.

During the actual field exercise at Grafenwoehr, through the cooperative efforts of the Control Group, MATCOM's depots, and TRANSCOM's highway transportation capability, the maneuvering troops were kept supplied—particularly with critical spare parts—by the organization of a "Red Ball Express", reminscent of the World War II organization of that name.

At the conclusion of the field training, TASCOM again assumed operational control of the division and simply reversed the process, returning the men and equipment to the storage locations, processing the equipment for storage, returning the men to the airports and outloading them for their return to their home stations in the United States.

Despite unfavorable weather and the requirement to operate around the clock, schedules were met and equipment operated. Only a highly motivated, dedicated and professional outfit is capable of this type of performance.

This is a brief look at TASCOM—yesterday and today. But the real test is tomorrow. We intend to give the finest soldier in the world the finest support in the world. We intend to provide it effectively, efficiently and economically.

World-wide Logistics Support To Combat Forces Under Study

fense Department's newly-established Joint Logis- w Board (JLRB) has begun its task of reviewing e logistics support to combat forces during the ra in order to identify strengths and weaknesses appropriate recommendations for improvement.

pared statement, Barry J. Shillito, Assistant Sec- Defense for Installations and Logistics, said the ition is determined to develop an objective ap- what was done right and what should be im- future emergencies. He also said the Administra- iven the Board almost unlimited authority with range and depth of its inquiries.

rd, established March 1 by Presidential directive, t its findings and recommendations to the Sec- Defense and the Chairman of the Joint Chiefs of larch 1, 1970.

rd is headed by Gen. Frank S. Besson, Jr., with g representation from the Army, Navy, Marine Force, the Defense Supply Agency and the Joint Staff. To provide maximum freedom of action cilitate complete objectivity, the Board reports directly to the Chairman of the Joint Chiefs of Staff and to the Secretary of Defense.

Although the Board has been in existence less than three months, top level logistical talent has been hand-picked and is currently reporting for duty from all over the world. About 100 senior and experienced military and civilian personnel already are assigned and working.

Thus, the Board has been engaged in gathering data, facts, and opinion. More than 100 senior officials within and outside the Defense establishment, past and present, have been queried for input. The Board also is listening to a continuing series of briefings from the General Accounting Office, the military departments, the overseas commands, contractors operating in Southeast Asia and civilian industry.

The Board will be assisted by a small nucleus of management consultants from Booz-Allen Applied Research Inc., who will assist in planning, organizing, coordinating, and controlling the Board's review effort, principally in the study methodology, formating, structuring, and collating of the many inter-related study elements.

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MATCOM processes a quarter-million supply and maintenance req each month to sustain the combat-ready USAREUR and Seventh A other U.S. forces, selected U.S. Governmental agencies and depend

The United States Army Materiel Command, Europe

by

Brigadier General Edwin I. Donley, USA
Commanding General, U.S. Army MATCOM, Europe

Materiel Command", to most Army personnel, brings instantly to mind the Army Materiel Command —AMC—with its far-reaching operations in the United States. But today there is another, and very important Materiel Command, headquartered and operating on the continent of Europe.

The United States Army Materiel Command, Europe —the acronym for which is MATCOM—came into existence April 25, 1969.

It evolved from the former Supply and Maintenance Agency (S&MA) and was the result of the grouping of missions into "functional" commands by the United States Theater Army Support Command (TASCOM) in order to support the U.S. fighting man in Europe in the most economical, and most efficient manner.

With the transition, the former Deputy Commanding General for Supply and Maintenance—who was also Chief of S&MA—became the Commanding General, MATCOM, with greater responsibilities and more clearly defined command and technical channels. All this is a part of the "look forward into the 70s" concept of supply and maintenance management that tells us: prepare *now* for the great strides that will be made in technology, in computerization, in containerization, and in the myriad of other facets of the science of logistics.

In general, the mission of MATCOM has little through the years—except in the area sion—from its relatively small beginnings as Control Offices and the Requirements & D Group of the 1950s to the Supply and Ma Agency of the 1960s. Gone are the string installations—at one time there were as many them—that stretched across France from it ports in the Bordeaux-La Pallice area to the the German Federal Republic near the Ver Nancy triangle.

But today, as then, MATCOM is charged recting wholesale supply and depot level ma activities in Europe—which involves proces than a quarter-million supply and maintenanc each month. That's a whopping three million year, and that's what it takes to sustain th ready USAREUR and Seventh Army, o Forces, selected U.S. Governmental agencies pendents, who make up a U.S. population i totalling more than 350,000 people.

We are now using eight depots to supply t lation. Six are located in the German Federal at Nahbollenbach, Kaiserslautern, Pirmasens Germersheim and Miesau, the latter an ar depot.

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emaining two are the Burtonwood Army Depot Jnited Kingdom, with storage sites in England es—including marine fleet storage in the South- n area—and the depot at Leghorn, Italy, which to SETAF's 8th Logistical Command. It stores uipment for NATO forces in the Mediterranean, heduled soon to begin supplying southern Ger- th brand name products for commissary resale job which Giessen Army Depot handles almost ly at present).

April 1969, MATCOM's depots contained .94 ons of supplies; their annual workload amounts illion.

iessen depot supplies commissaries throughout vith brand name grocery and general products ould be familiar to any supermarket shopper Jnited States. Perishable subsistence items—its, vegetables, and chilled and frozen foods lled through cold storage facilities at Bremer- d Kaiserslautern, Germany; Rotterdam, Hol- Leghorn, Italy.

er interesting, food is merely a portion of the ducts these depots supply their customers, as by the fact that in May 1969, the total ventory included about $2 billion worth of ranging from the paper clips stored at Nah- n, to the corn flakes at Giessen, to the efurbished M60-A1 tank rolling off the assem- Mainz.

ABOUT THE AUTHOR

General Edwin I. Donley was born in Buch- n., May 9, 1918. He was graduated from the Academy in 1940 and entered the Army in 41. Following assignments with the Industrial ffice of the Chief of Ordnance in Washington, ter served as Assistant Ordnance Officer at Fort Meade, Md., and A.P. Hill Military Reservation, ision Ordnance Officer at Camp McCoy, Wisc., European Theater of Operations. There he par- the Ardennes, Central Europe and Rhineland

World War II assignments included a three- Ordnance Officer, U.S. Army, Caribbean Area; ith the Foreign Liquidation Commission at the tment; six years in the Office of the Chief of Washington, D.C.; and a tour as Executive Deputy Commander at Picatinny Arsenal, N.J. graduation from the Industrial College of the es in 1961, General Donley served as Supply ance Advisor to the Republic of Korea Army; Project Manager, Redstone Arsenal, Ala.; as mmanding General, Land Combat Systems, rsenal; and as Deputy Commander for Supply ance, U.S. Army Communications Zone, Eu- became Commanding General U.S. Army Europe in April 1969.

Headquarters Building, U.S. Army MATCOM, Europe.

Thus far, I have discussed only the supply aspects of MATCOM's business. Another of our concerns is maintenance—and this task demands much of our interest and time.

MATCOM's Assistant Chief of Staff, Maintenance, directs more than 6,100 people involved exclusively in maintenance work. Depot maintenance costs run to about $60 million per year—but this is a real bargain, when that figure is weighed against the acquisition cost of the materiel overhauled in a year, some $275 to $300 million.

Some examples of the maintenance and rebuild activities performed by MATCOM's 13 maintenance facilities are as follows:

Under the direction of Kaiserslautern Army Depot, the Rheinau Rail Maintenance Activity keeps diesel locomotives and other rolling stock in tip top shape.

Burtonwood Army Depot, in the United Kingdom, oversees the upkeep of our standby marine fleet—"TASCOM's Navy"—which is accomplished under contract by Her Majesty's Navy.

At the U.S. Army Aviation Maintenance Center (USAAMC) at Sandhofen, near Mannheim, Germany, nearly all echelons of maintenance are performed on all the Army's rotary and fixed-wing aircraft in Europe.

One of MATCOM's more sophisticated operations is performed by the Calibration Directorate, headquartered at Pirmasens. From here, calibration teams range far and wide throughout Europe, Asia and Africa providing secondary reference and service to units on all types of testing and measuring equipment for use on artillery.

The Can and Drum Renovation Plant at Vogelweh, under the direction of the U.S. Army Petroleum Group, Europe, completely renovates jerrycans and various sized drums used throughout the Army in Europe—drastically reducing shipping costs, because a can or drum renovated here means one less empty container that would have to be shipped from the United States.

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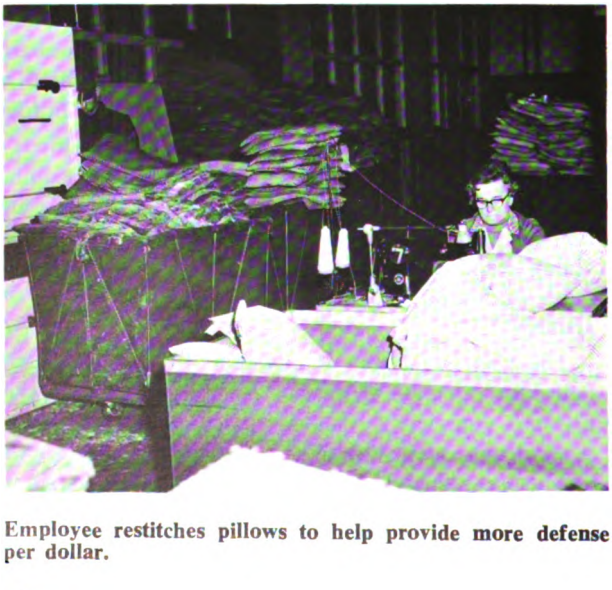
Feather cleaning machine at Nahbollenbach Army Depot.

U.S. Army MATCOM's Data Processing Center.



Employee restitches pillows to help provide more defense per dollar.

From the foregoing examples, it can be the same idea applies throughout, whether are aircraft, personnel carriers, tanks, or bri list is practically endless—and maintenance an in every case, mean direct dollar savings to Government.

Keeping Track of Transactions

About 6.5 million records of maintenanc tions flow into MATCOM's Data Banks where information is compiled for use by ou nance managers, who need to know certain assets, maintenance requirements, and perfor get this essential information, MATCOM is point for the Army Integrated Equipment R Maintenance Management System—an imp whose acronym is TAERS.

The system requires units down to compan tachment level to keep records on each item ment received or repaired, and to send the the TAERS branch of the ACofS, Maintena branch, in coordination with MATCOM's D essing Center—one of the largest business centers the Army has overseas—compiles readiness report quarterly on every item of in the theater.

These "Matt Reddy" reports go to each ing general and commanding officer whose we maintain. A color code (red, amber, a tells the commander at a glance the status of of all his equipment—and, additionally, the m responsibility it is to maintain the equipmen furnished the *percentage* of readiness of that e

How do these maintenance and supply pro fect our overall job as "The Lifeline to the Fi in Europe? The best indicator is the steady ment in MATCOM's ability to fill customer tions for items on the Theater Authorized List. A year ago, our fill rate was about 64 per

Then, for five consecutive months, we be command performance level of 75 perce March 1969 we raised our objective to 85 p May of this year, we attained that objective.

In the continuing battle to make our equip percent ready and available, a program wa more than a year ago to expedite parts s five critical end items: the M60 tank, 5-ton ton truck, M114 command and reconnaissan and the heavy equipment transporter. This called "Fast Fix", got off to a difficult start first few months, but during the past year M has consistently met the majority of the requi this critical support.

Especially noteworthy has been the supply for the heavy equipment transporter, which

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Ober-Ramstadt mixes rubber which will be wheels.

Orbitread machine is employed to apply rubber to tire at Ober Ramstadt.

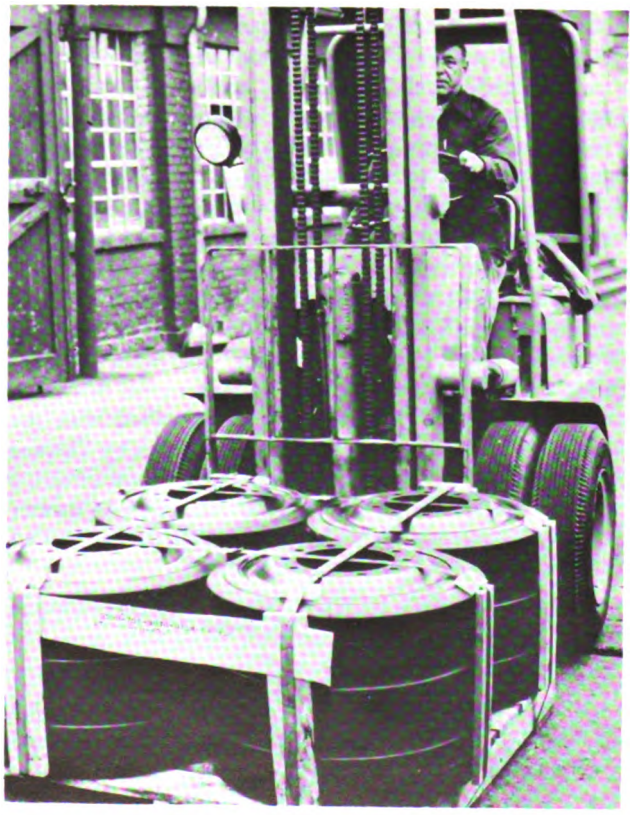
n 36.3 percent availability to 96.2 percent rst 16 months of "Fast Fix".

M's overall workload has tended to increase t times. An example of this is in the num- priority requisitions received. They have om 22 percent of the total number of req- eived to 40 percent this fiscal year. Req- cessed averaged 263,000 per month from December 31, 1968, compared to 190,000 or the previous fiscal year, and the monthly ing.

reorganization of the data processing sys- e establishment of the Supply & Mainte- y, has been the key to this truly impressive record. At its inception, a common data nstalled which operated on common com- ent (IBM 7010-1460s). Since that time, ore sophisticated equipment has been in- to the system. MATCOM's present data stem has two 360/50s, two 3630s, and one er and four UNIVAC 1005 card proces- orage capacity of these machines is 1.8 characters—the equivalent of 44 average k books. Only with these computers have to complete over 1.5 million transactions e Data Processing Center is also develop- ogramming capability to further maximize present ADP configuration.

structured as a functional command, oks forward to becoming even more effec- the "wheel horses" of the United States y Support Command, and to furnishing ombat ready serviceman—as well as his its and dependents in Europe—with all nd equipment needed for a modern Army.

MATCOM can be depended upon to keep pace with the times, to adapt to changing situations, and to continue to improve its service to its customers by taking advantage of advances in technology and seeking new and better ways to get the job done.



Palletized tank wheels prepared for shipment or storage.

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The establishment of a single headquarters to command the surface transportation assets of USAREUR was a large step forward toward the goal of a truly integrated transportation service for Central Europe.

The United States Army Transportation Command, Europe

by
Colonel Robert W. Larson, USA
Commander, U.S. Army TRANSCOM, Europe

With the activation of the United States Army Transportation Command, Europe, (TRANSCOM) on December 2, 1968, the major military surface transportation assets in Europe were placed under the single manager concept. As a major command under the United States Theater Army Support Command, Europe, TRANSCOM is charged with operating an integrated transportation service for Central Europe in support of Army, Navy, Air Force, and other Governmental agencies in the theater. To accomplish this overall mission, TRANSCOM has been provided with the necessary units to move cargo and persons by surface modes, to control these movements in the most effective and economical manner, and to accomplish theater wide traffic management functions assigned by United States European Command (EUCOM).

The headquarters is staffed to accomplish administrative, operational and logistical functions normally associated with commands of this size and complexity. Within the staff, however, is an element peculiar to this headquarters alone, the Joint Traffic Management Agency (JTMA), a tri-service staff assigned to perform the traffic management responsibilities assigned to TRANSCOM by EUCOM. JTMA, comprised of Army, Navy, Air Force and civilian personnel nationalities, develops concepts for the effec tion of military and commercial transpo sources in Europe. Based on statistics, re other data obtained from host nations, c tomers, and operators of the EUCOM tra system, these highly skilled personnel constan the vast transportation network in Europe tain daily technical interface with all milit and civilian agencies which have an intere portation. As trends develop and new requi come known, JTMA recommends changes, tions to problems, and develops new proced serve to keep transportation costs to the mi to offer the most responsive and efficient transportation customers.

In keeping with the modern trend to mation and the requirement for more rapi of data, JTMA works closely with the Data Unit which was established at the birth o COM. The installation of computers with th increase in the ability to gather data for ana rapidly and more efficiently will provide an assist to experienced traffic managers.

One area of traffic management which

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ıized, however, is the face-to-face human con-
quired in negotiating rate and service tenders,
claims, and providing liaison with host nation
nents and carriers. In this portion of its traffic
ment responsibilities, JTMA's activities are in-
nal in scope. Possessing a wide range of ex-
and technical competence, as well as fluency
al languages, JTMA's negotiators are continually
pon to meet and confer with government rep-
ves, carrier agents, and customs officials of the
Central European countries. Aggressively, yet
through a thorough knowledge of business
and a complete understanding of the host
transportation economics, favorable rates for
ement of U.S. Forces cargo by commercial
ave been obtained to supplement the available
nilitary capability. JTMA's negotiations, quasi-
ic and quasi-legal in scope, have provided an
e base for military traffic management within
Europe.

form its varied transportation functions, other
fic management, TRANSCOM has under its
and control five major subordinate units.
ata Processing Unit (DPU), mentioned above,
sed of military and civilian data processing
is who participate in the development of auto-
affic management and movement control
and provide data processing service for
OM Headquarters and for its Movements
gency, another of the five subordinate com-

h DPU at present has no organic hardware,
for eventual receipt of mobile computers

ABOUT THE AUTHOR

Robert W. Larson was born Nov. 1, 1918 in Okla. A 1938 graduate of the New Mexico Mili-e, he also attended the University of Oklahoma ıool at the University of Texas. He entered on with the U.S. Army with the 7th Cavalry in ıg World War II, as a platoon leader with the ry Division, he took part in the Guadalcanal, a and Bouganville campaigns. He served in the campaign as assistant G-4, XIV Corps. He was ed in the Regular Army after World War II red to the Transportation Corps. A partial list World War II assignments includes staff mem-of the Secretary of Defense, assigned to the y Mission to NATO, G-4, Atlantic Terminal esident student Industrial College of the Armed ımanding offcer of the 10th Transportation Joint U.S. Military Mission to Turkey, and ıe Military Assistance Grant Aid Division. ion, a senior logistician, assumed command of Transportation Command in July 1967 and be-r of transportation the following month. When as established Dec. 2, 1968, he became its first officer.

Backbone of the 37th Transportation Group fleet is the five-ton IHC with stake and platform trailer. These long haul rigs are familiar sights on German highways.

which will provide for the automation of a major portion of the traffic management and movements control activities of TRANSCOM. Utilizing computer time at neighboring installations, DPU now has several management information systems in existence, including freight and passenger analysis, intransit data analysis, household goods management, and the USAREUR Supply and Transportation Evaluation Procedures (EURSTEP). In monthly process cycles, these systems are used to reduce and display data pertaining to all U.S. military traffic in Central Europe for management review and analysis. Computer reports are used in establishing optimum supply distribution patterns, routing and mode selection, use of military transportation assets and favorable commercial transportation terms. Computer data is also used in the evaluation of the cost, effectiveness and responsiveness of the transportation service provided by TRANSCOM. Functional systems currently available in the DPU include the USAREUR Activity Address Directory system (EURAAD) and a Retrograde Passenger Movement system. EURAAD is used to broadcast information pertaining to USAREUR logistical accounts throughout the DOD address directory; the Retrograde Passenger Movements system is utilized in processing and monitoring requests by Army-sponsored passengers for air or surface transportation from the theater to CONUS or to other overseas areas.

DPU has the organic capability for systems design, computer programming, and keypunch operations; additionally DPU is capable of providing staff assistance to other data processing activities within TRANSCOM and at present, punched card machine systems are in use by two other TRANSCOM major units to account for cargo at water terminals and for task vehicle

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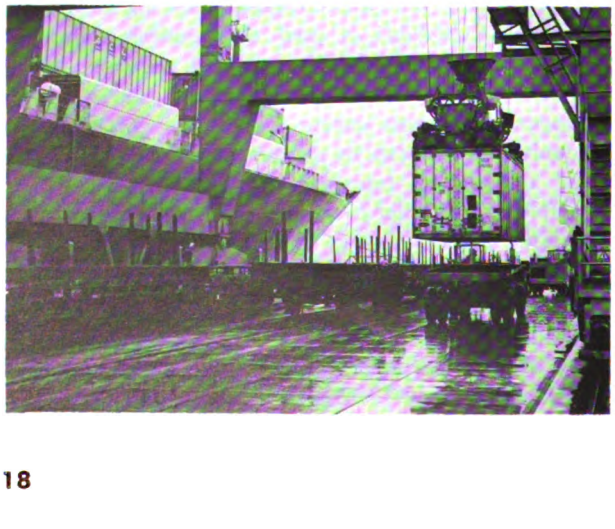
Headquarters U.S. Army TRANSCOM, Europe, is in this building at Camp King, Oberursel, near Frankfurt-Main, Germany.

assets of TRANSCOM's wide ranging vehicle fleet. After receipt of computer hardware, DPU will operate Movements Management Systems now under development by the Army Computer Systems Command; these systems will provide comprehensive support for all transportation planning and management responsibilities now vested in TRANSCOM.

When transportation in Europe entered the Computer Age, its line haul assets had already undergone modernization. The 37th Transportation Group (Motor Transport), probably the largest trucking concern in the world, operates the highway line of communication within Central Europe for support of U.S. Forces. Several years ago, recognizing that military truck tractor power was not designed for almost exclusive

Overhead crane lifts a 10-ton container of cargo off the bed of a truck. Two such cranes at the European Container Terminal each have the capacity to load one container every two minutes.



use on major hard surfaced highways, steps to substitute the International Harvester tractor for the Army standard M52 truck present, the 15 medium truck companies of are equipped with the IHC diesel tractors over 1000 of these commercial off-the-s These units haul the variety of semitrailer which comprise the major portion of the portation Group's task fleet, some 2200 sta form semitrailers (12-ton), 170 refrige (7½-ton), 120 cargo vans (12-ton) and trailers of 25-ton capacity. The Group has one company of 60 2½-ton trucks companies of "Dragon Wagons", the 55- Equipment Transporter hauled by a 25-ton tor. Each of the latter companies has 24 t capable of carrying outsized equipment to M60 main battle tank.

To control the operation of the almost of task equipment, the 37th Transportation three U.S. truck battalions totaling 18 truck and one German Labor Service Group of panies. This task fleet hauls just under a m tons and travels about 30 million miles an cost of slightly more than 10 cents per mile.

Because of the geographic location of water terminals, the Group's line of comm is oriented both from North German a ports, and stretches from Bremerhaven and to Munich, with the major portion of ton nating in the so-called Golden Triangle or plex in the Mannheim-Karlsruhe-Kaiserslau Although certain cargos such as frozen pr other commissary stores, heavy lifts, pric repair parts, and special cargo move direc destination, the bulk of the cargo hauled mo the series of trailer transfer points (TTP) Group has established throughout its LOC. but vital activities expedite the forward m loaded trailers, provide trailer maintenance services within their limited capabilities, a empty trailers for tractors "bob-tailing" to tion from depots, commissaries, or other where loaded trailers have been dropped fo ing. Current procedures require most cu off-load during the 24-48 hour period sub receipt of the loaded trailer and empty t returned to units or TTP's or are used for cargo, if offered. Knowing the location of of the task fleet on a day-to-day basis is e smooth and efficient operations and a pun machine system is used by the Group to a its vehicle assets. Daily telephonic or rad provide the base data for the system and ear machine runs provide availability status for t ing days' commitments. Single side band, high

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k the Group and Battalion headquarters with
; and telephonic contacts are maintained with
ements at major depot complexes and ter-

lk of the cargo hauled by the 37th Trans-
Group enters Europe through the water ter-
erated by the 11th Transportation Terminal
adquartered at Bremerhaven. The largest of
erminals, Bremerhaven, also controls ship-
cessed through the North German ports of
n, Bremen and Hamburg; the Benelux Ter-
Rotterdam processes shipments through Bel-
Dutch ports at Rotterdam, Antwerp and Zee-
ie United Kingdom Terminal at London
rt activities in London, Liverpool, Southamp-
exil Stowe; the Lisbon Terminal processes
the U.S. activities in Portugal and the
id the Rhine River Terminal at Mannheim
ver cargo barged down the Rhine from the
cean ports.

on tons of cargo move through these ter-
nually, comprising virtually every item of
d equipment used by U.S. Forces in Europe.
clothing, weapons, ammunition, vehicles,
nge items, mail and other support material
depart daily, forwarded to their final desti-
37th Transportation Group vehicles or by
rail, barge or highway carriers. Although
traffic through the ocean terminals has di-
reatly in recent years due to the removal of
transport vessels from the Atlantic area,
y the liner UNITED STATES to provide sur-
ment of a few thousand military personnel
dents each year, it is interesting to note
3300 privately owned motor vehicles are
hrough the Bremerhaven Terminal every
increasing number of these POVs, as well
ary vehicles and containerized cargo, now
the world's first gas turbine powered
e ADMIRAL WILLIAM M. CALLAGHAN. This
el features a roll-on, roll-off design which
icles and sealed trailer vans to be driven
and off the ship by stern and side access
expediting loading and unloading opera-
resulting in less possibility of damage to
er vans loaded in CONUS for depots or
ean customers are hauled directly to their
by IHC tractors of the 37th Transporta-
or by civilian contract tractors. Consider-
savings are being realized from contain-
hich does away with costly port break
ans-shipment operations. As CONUS load-
ures improve to provide single customer
for containerized and trailer van ship-
greater efficiency, speed of delivery, and
ts will be attained. To keep pace with the
d toward containerization, the port facili-

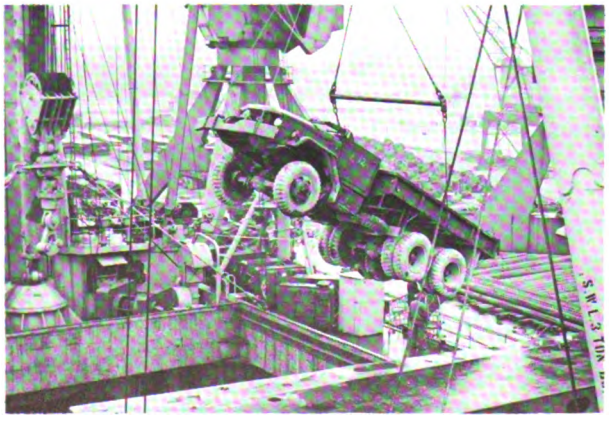
A line of 17.5 ton capacity shore cranes block the view of the Benelux Terminal, headquarters for TRANSCOM port facilities at Rotterdam, Holland and Antwerp and Zeebrugge, Belgium.

ties in North Germany and Benelux have been modernized with container bridges and marshalling areas.

Cargo documentation at the 11th Transportation Terminal Group water ports is facilitated by use of a card punched machine system; data cards "punched" in CONUS are transceived to Bremerhaven and fed into computers for print outs of manifests and other information essential to the proper preplanning of port handling and shipping operations. Bremerhaven retransmits this data to major receiving installations.

TRANSCOM's day-to-day traffic management and movement control responsibilities are accomplished by the Movements Control Agency. With its headquarters co-located with TRANSCOM Headquarters at Camp

A crane operator skillfully lowers a 2½-ton truck into the cargo hold of a freighter.



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King and its commander doublehatted as TRANSCOM's Assistant Chief of Staff, Movements, MCA operates on an area basis, through its three Movements Regions and eight Transportation Movements Offices (TMO), servicing over 300 customers along a supply pipeline 3,000 miles long. MCA provides TRANSCOM a highly integrated transportation management and control capability. Operational elements of the headquarters perform three unique functions: container control, passenger port calls, and centralized truck commitment.

The container control element maintains daily status on some 1200 commercial sea containers and 200 military sea containers, insuring that these containers are discharged expeditiously to avoid demurrage charges and to insure rapid return, with retrograde cargo where possible, to German and Benelux ports. As part of MCA's continuing effort to provide the most effective line haul service at the lowest possible cost, increasing emphasis is being placed on move container vans by military highway resources a stantial numbers of commercial containers ar to the 37th Transportation Group's IHC trac delivery to customers and return to port.

The port call element (Central Control C CCO) issues 15,000-20,000 port calls for sponsored passengers returning to CONUS each almost one-third of which, for various reasons expedited action. Because 90-95 percent of th calls are for air movement, a Passenger Ai Coordination Office is maintained by MCA a Main Air Base to facilitate coordination with Force. As this office port calls all Army-sponsc sengers, it services 290 major redeployment h ters representating some 3900 subordinate unit units range from Infantry Divisions to U.S. Ei individuals port-called range from general of dependent babes-in-arms.

FACTS AND FIGURES

by
William A. Lesansky
Chief, Review and Statistics Division
Comptroller Directorate MTMTS

Department of Defense Government Bill of Lading Freight Traffic in Continental United States by of Shipment for the Fiscal Years 1966, 1967, and 1968 is shown below:

CATEGORY OF TRAFFIC AND METHOD OF SHIPMENT	FY 1966	FY 1967	F
	(Millions of Dollars)		
Freight Traffic—Total	389	577	
A. Volume Traffic	311	474	
1. Railroad	150	244	
2. Highway	102	165	
3. Water (Barge & Ships)	4	4	
4. Contract Air	38	42	
5. Pipeline	15	16	
6. Mixed Methods	3	4	
B. Small Shipments Traffic	78	103	
1. Railroad	1	1	
2. REA Express	9	10	
3. Freight Forwarder	13	17	
4. Highway	44	61	
5. Air Freight	10	11	
6. Air Express	1	1	
7. Air Forwarder	1	2	
8. Bus	*	*	

*Less than $500,000

NOTE: Due to rounding, figures may not add to totals.

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ntralized truck commitment element (Central Operations Center or CHOC) is geographarated from the headquarters, located in ttern near the prime source of military highs, the 37th Transportation Group. CHOC sole commitment authority over more than icles from 2½-ton cargo trucks to the 55-n Wagons, the full task vehicle resources of truck companies—19 of which are assigned th Transportation Group and six of which ed to the two Seventh Army truck battalions. : who have cargo to move place requirements rea Transportation Movement Office (TMO) turn lays the requirements upon the CHOC. rsonnel determine the number and type of st suited for a specific movement and com-cessary vehicles by direct telephone contact Operations Section of the 37th Transporta-) or of the truck battalions of Seventh Army. rations Sections in turn levy companies under ol for required vehicles, based upon avail-stics reported to them daily.

e Movements Regions are designed for and specific transportation functions and media, ach is capable of satisfying transportation hich fall outside the parameters of their terest. The 1st Region, headquartered in en, and with an office in Rotterdam, is ort oriented. It arranges for the onward of incoming cargo and issues releases for go. Much of its business involves both and military sea containers and bulk ship-st nation rail facilities.

Region, with headquarters in Kaiserslautern, depot and river terminal oriented. Its area ility is roughly that portion of West Ger-of the Rhine River and its main offices erslautern and Mannheim from which the nages of all region areas originate. Due to ntities of cargo originating or terminating Materiel Command, Europe (MATCOM), tains a permanent liaison office with A customs representative from MCA at German border at Saarbrucken expedites nents in that area. The regions' highway ams spotted throughout Germany obtain ces from the host nation and assist cus-reparing and executing highway move-ularly of outsized loads or large convoys. personnel arrange for transportation to ine River Terminal whose port complex rlsruhe north to Bingen. Operating in the gle, 2nd Region depends heavily on high-ation, both military and commercial.

Region in Frankfurt on the Main is re-movements in that area of the Federal Republic of Germany generally east of the Rhine River and is primarily field army oriented. Its principal TMO's are located in Stuttgart, Munich, Nuernberg and Frankfurt and its highway regulation teams service the area of greatest U.S. troop concentration. The region additionally is responsible for all rail operations for U.S. Forces in Germany, maintaining daily status on a U.S. rail fleet consisting of 686 flat cars, 715 tank cars, 63 sleepers and five command diesel trains. Duty trains operating between Frankfurt, Bremerhaven and Berlin are manned by conductors and other personnel provided by the region; boat trains, made up in Frankfurt, carry passengers to meet the S.S. UNITED STATES at Le Havre and Bremerhaven.

The fifth unit under TRANSCOM was born during the first REFORGER in 1968 and was designed to function as a reception, processing and staging element for troop units at arrival and departure airfields in the theatre. In this capacity, the U.S. Army Reception Group, Europe (USARGE) provides the necessary interface between arriving or departing Army units and the Air Force units involved in the movement. In close coordination with MCA and the troop unit concerned, USARGE translates plane loads of troops and equipment into surface transportation requirements which MCA satisfies by committing military line haul assets or by chartering Bundesbahn rail resources. Working closely with Air Force counterparts during planning stages of exercises, USARGE stages troop units through aerial ports to their destinations. The success of REFORGER and REFORGER I testifies to the expeditious and efficient processing carried out by USARGE in its role as a responsive and effective Army coordinator of actions of mutual concern to both Air Force and Army units. Doctrinal and procedural concepts for movement of Army troop units by Air Force airlift are constantly tested and refined by USARGE during exercises conducted within the theater. Lessening the administrative burden on participating troop units and insuring maximum efficiency of airfield operations through close coordination with the Air Force are two of USARGE's major objectives in the accomplishment of its assigned mission.

The TRANSCOM story is basically the story of U.S. Military Transportation in Europe. The establishment of a single headquarters to command the surface transportation assets of USAREUR was a large step forward toward the goal of a truly integrated transportation service for Central Europe. The addition of MCA and the JTMA to TRANSCOM insured proper control and effective cost utilization of these assets. The ultimate automation of the major portion of TRANSCOM's traffic management and movements control activities through the DPU's computers will provide even more comprehensive support for the accomplishment of TRANSCOM's vast responsibilities.

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Newsreview

Major General Clarence J. Lang, USA, Commander, MTMTS, recently made his first inspection tour of the organization's Eastern area. Seen looking over part of the operation with General Lang are Mrs. Adele Murphy, from the Directorate of Freight Traffic at Brooklyn, and Colonel Edwin B. Owen, Eastern Area Commander, now a brigadier general.

General William C. Westmoreland, Army Chief of Staff, has extended his congratulations to the members of the Transportation Corps on its 27th anniversary. The General noted the Corps has "responded both professionally and enthusiastically in every instance. Its outstanding performance has been characterized by rapid and positive action to meet the Army's needs for movement of men and supplies. Through sound judgment and application of transportation skills, the challenges presented by adverse combat conditions in Southeast Asia and an 8,000-mile pipeline are being met in the finest traditions of the Army."

★ ★ ★

Three new directorate heads have been appointed at Headquarters, MTMTS. Captain Alfred W. Swan, USN, has been named Director of Freight Traffic. Colonel Douglas M. Robinson, USAF, is the new Director of Personal Property. Colonel John F. Hyde, USA, will head the office of the Provost Marshal. Captain Swan and Colonel Hyde are new to MTMTS, while Colonel Robinson has been serving as Chief of the Operations Division, Directorate of Freight Traffic.

★ ★ ★

Employees of Chicago's O'Hare International Airport will be provided with around-the-clock bus service under a two-year demonstration program funded by a grant from the Department of Transportation. The absence of public transportation to the airport has kept many from taking advantage of work opportunities there. More than 18,000 workers presently are employed at O'Hare, with an expansion of 20 percent anticipated in two years.

A joint grant of mor $444,000 to study and see tions of big city transportat related social ills has been to Kansas City, Mo. Tean were the Department of portation and the Depart Housing and Urban Devel The program, the first awarded for a multi-servic portation (MUST) study, on the broadest scale so tempted. One of the prim sions will be to identify the inner-city's unemploye ly, handicapped, poor and

★ ★ ★

The average age for employees spiraled down cently with the addition than 500 summer hires organization's staff. Part under the Youth Opportun gram, the summer work spread throughout the Wa Headquarters and its East Western Area commands.

★ ★ ★

More than 5,000 stud cently celebrated the thir versary of the Army Tra tion School Brigade at Ft Va. Private Sanford Mc Smith, Ala., was welcomed 97,000th student to en brigade since its activation Also recently celebrating niversary was the Transp Corps itself—its 27th.

★ ★ ★

The U.S. Army Combat opments Command has de requirements which may use of shatterproof windshi tracked combat vehicles. A able windshield would give tional protection and safety, as well as protectio the wind-chill hazard for and commander of tracke bat vehicles.

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than one trillion vehicle
e travelled on American
in 1968, according to the
Highway Administration.
Highway Administrator
urner said total travel
to 1.016 trillion vehicle
.2 percent increase over
space equivalent, the
uld equal two million
s to the moon.

★ ★ ★

t Nixon has nominated
ohn D. Ryan to be Air
ef of Staff, succeeding
ohn P. McConnell, re-
i military service Aug.
l Ryan has been Air
Chief of Staff since last
he President requested
irmation for a four-year
enant General John C.
AF, formerly Director
ons J-3, has been pro-
eneral and named new
Vice Chief of Staff.
Jack J. Catton, formerly
the Joint Staff, JCS,
ssigned to the post of
, Military Airlift Com-
utenant General Seth
sistant Vice Chief of
been appointed Com-
hief, NORAD, and
) General. Lieutenant
ohn Carpenter has
n Deputy Chief of
mel, to Assistant Vice
iff, Hq, USAF. Lieu-
R. G. Ruegg, former
ef of Staff, Systems
s, has been named to
Alaskan Command.
eneral Harry E. Gold-
ner commander of the
Systems Command,
rson AFB, Ohio, is the
Chief of Staff, Sys-
istics.

★ ★ ★

ciation of American
s reported passengers
year were 24 times
they were in auto-
three times as safe
in airplanes. Thir-
passengers were
, for a fatality rate
00 million passenger

Welby M. Frantz, President, Eastern Express, Terre Haute, Ind., has been appointed chairman of the Transportation Committee of the Chamber of Commerce of the United States. The Transportation Committee is one of 39 committees and advisory panels charged with seeking private enterprise solutions to critical national and international problems as well as making policy recommendations to the National Chamber's Board of Directors.

★ ★ ★

Three winners have been named to receive the Air Force Redistribution and Marketing Effectiveness Award for 1968. Travis AFB, Calif., was chosen best base in the United States, Tachikawa AB, Japan, the best overseas, and Sacramento Air Materiel Area, McClellan AFB, Calif., the best Air Force Logistics Command depot. Presentation of awards will be made at the Air Force Materiel Conference at Ramey AFB, P.R., November 5-7.

The American Trucking Association has asked the Interstate Commerce Commission to discontinue proceedings on a proposed regulation which would require or permit motor carriers of hazardous materials to use routes specified by state and municipal officials rather than those required by their ICC-issued franchises. The action on the part of the ICC stems from a petition from the State of California alleging that 10 shipments explosives were shipped 110 and 400 miles farther than if transported over the nearest, most direct routes.

★ ★ ★

The Department of Transportation had taken legal steps to require manufacturers to equip new motor vehicles with air bags or similar provisions to protect passengers during a crash. Secretary Volpe has said his department wants to see the new systems in use as soon as possible. While safety belts have proven effective when used, Mr. Volpe noted that only 25 percent of the motoring public uses them.

Lieutenant Colonel Ian M. Phillips Jr., USA, MTMTS assistant executive officer, is shown swearing in his cousin, Mrs. Linda Phillips Spurgeon, as a second lieutenant in the Army Nurse Corps during a recent ceremony at Walter Reed Army Medical Center. Lieutenant Spurgeon is scheduled for assignment at Walter Reed after further training.

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Transportation in The Great Northwest

by
Lieutenant John D. Murphy, USA
Office of Information, Headquarters MTMTS

The distinction of being Number One is a well-advertised American phenomenon. Recently industries in the Northwestern United States were surveyed and surprisingly, lumber and Boeing were a toss-up for the Number Two spot while Transportation, of all things, was rated Number One.

During National Transportation Week, May 11-17, the Seattle *Post Intelligencer* and the Seattle *Times* each printed multi-page supplements revealing the growth of transportation and the economical impact it is having on the growth of the Pacific Northwest.

"Transportation and the pervasive effects of changes within the transportation system have been the key to Seattle and the Pacific Northwest since it all began," reported Dan Coughlin, business editor of *Intelligencer*. "The pity of it is that so f really recognize it."

Forty percent of the total wages pai Seattle-Everett, Washington, area in 1968 those in the transportation industry. The Traffic Management and Terminal Service is an important part of this Northwest industry

Colonel Alexander Becker, USA, is the Co Officer of the MTMTS Terminal Unit, Paci west in Seattle. He controls the movement o ment of Defense cargo and passengers to an Pacific Northwest military and commercial minals.

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terminals stretch from the northern boundary
rnia to the southern border of Alaska. From
quarters at Pier 91, Colonel Becker directs
at Portland, Tacoma and Bangor.

il Becker's command services the armed forces
in Hawaii, Japan, Alaska, Okinawa, Korea
nam. Over half of the present output is to

26 million was paid through Colonel Becker's
the loading and unloading of cargo ships in
c Northwest during Fiscal Year 1968. In the
ar 1968, 29,887,000 tons of cargo passed
he Pacific Northwest ports under his com-
e military is now moving 60,000 vans of
ar through the West Coast.

total logistics picture," said Col. Becker,
ate military services decide what, when and
n and supplies are to be shipped overseas.
to determine how these shipments must be
arrive at the overseas destination at the
ie."

Times writer Warren Mantz points out the
: of transportation in the *Times'* supplement.
ation is the Number One industry because
ive without it," reported Mantz. Mantz used
ack his statement.

ansportation, including manufacturing, serv-
aintenance, accounts for more than a fifth
es and salaries paid in the state of Wash-

transportation employs 5,000 people and
million annually into the Pacific Northwest

re also indirect benefits to the State of
. University of Washington Professor
ewer estimates that each passenger at the
oma Airport contributes an average of $80
on's economy, with total volume last year
50 million in direct and indirect benefits
e area.

one reason for the public's unawareness of
nce of transportation is because it is often
o four main divisions: air, railroads, the
d trucking.

of these divisions show a vast improvement
transportation. Trucks are at least twice
hose of 20 years ago. Oil tankers are as
times the size of those 20 years ago. One
oad engine replaces three or four engines
on ago.

grain cars are three to five times bigger
rs ago. An airplane like the Boeing 747 is
arrying four 40-foot cargo vans, on a cost
is competing for long hauls quite well with
es.

With the introduction of the huge jumbo jets it is a possibility that these jets may cut into the long-haul trucking business. One 747 is capable of flying four vans across the United States at least three times per day.

The normal cross-country traveling time of a truck is three days, thus the plane could move 36 vans over the same distance in the same amount of time.

Undoubtedly the jumbo jets will compete with the trucking industry, but trucking in the Northwest seems to be coming of age. In Washington alone trucks serve 800 communities that do not have air, rail or water transportation.

Registered private and for-hire trucks of all types in the United States reached an estimated 15.3 million in 1967, an increase of more than 500,000 above the previous year's total.

In 1966 total travel for all classes of trucks rose to almost 174 billion vehicle miles, a gain of 2.5 billion miles over the previous year and more than triple the 1941 truck mileage. Two states, California and Texas, have more than a million registered trucks.

The Northwest railroad industry celebrated the 100th anniversary of the driving of the golden spike just one day before the opening of Transportation Week on May 11.

It was 100 years ago that a Union Pacific locomotive and a Central Pacific locomotive nosed together at Promontory, Utah, linking the East with the West.

History shows that as the transportation industry has expanded it has played a major role in the location of cities. Puget Sound, with its deep water ports, and the strategic location of Seattle with the Far East and Japan has contributed to the rapid growth of that area.

Anchorage, Alaska, is another example of the effect of transportation on population of an area. The Port of Anchorage, Alaska's newest and largest port is the focal point of transportation systems serving all of southcentral and interior Alaska.

Fifty-five percent of the Alaskan population is within the Port's immediate trade area and as much as 65 percent on a more limited basis.

President Nixon recently said it simply:

"Transportation makes all other industries possible."

Nard Jones, in the *Post Intelligencer,* adds the Pacific Northwestern touch. "There is just no question about it, Transportation is the leader," says Jones. "You can't get away from it. You're a farmer or a pea grower, you've got to get the harvest to the warehouse or cannery. You're a logger, you've got to get the logs out of the woods. You're a housewife, you watch for the laundry truck, and the supermarket wouldn't be very super unless it was in Transportation but good."

Transportation is the Big One—it's Number One!

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MEMO: *September in Atlanta*

NDTA's 24th Annual Transportation and Logistics Forum

Transportation Proceedings will be there.

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E MANAGEMENT CHALLENGE IN DEFENSE TRANSPORTATION

by Major General Clarence J. Lang, USA

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September 1969

VOL. III No. 8

Transportation Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND
TERMINAL SERVICE

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Editorial Comment

Secretary of Transportation John A. Volpe in our May issue said, "Almost anything we do to improve our peacetime mobility will serve as a bonus should this country be faced with a national emergency. And if we don't take the necessary steps to improve our capacity to move people and goods we may find ourselves with a home-grown emergency."

The National Defense Transportation Association is perhaps the leader among the many associations of the military-industry team trying to solve such problems. During the brief four-day Annual Transportation and Logistics Forum in Atlanta this month, NDTA will seek to find some solutions to the "queueing syndrome." The Forum provides officials of the military-industry transportation and logistics team an opportunity to discuss and endorse programs designed to promote transportation preparedness for the defense of the Free World.

In the past NDTA has assisted the Department of Defense in simplifying documentation procedures, cutting both time and cost. NDTA has analyzed military small shipments methods, and 17 of its 19 recommendations have been adopted. In making an inventory of our national transportation resources the Civil Defense transpatch emergency plan was initiated. In the field of containerization NDTA has been a strong proponent in all containerization endeavors with the Department of Defense.

During the year NDTA has initiated "Operation Handivet" with a committee on training of handicapped Vietnam war veterans into traffic and transportation. The traffic and transportation profession embraces a wide variety of jobs with skills ranging from routine clerical to top-level managerial positions which are administrative in nature and, with proper training, can be filled by physically handicapped people. This is one of the functions of the committee. In some localities, some of the traffic and transportation jobs are reported to be in the "hard to fill" category, so there is some assurance that placement in these jobs of trained handicapped veterans should not be difficult. We believe very strongly in helping the handicapped veteran help transportation.

NDTA's leadership in fostering modern containerization concepts dates back to 1959 when a special committee was organized. As a result of the committee's endeavors, NDTA has become a principal proponent of developing the accepted container dimensions. The committee is continuing to work, placing emphasis on studies and actions for guidelines in container handling methods, selection of inland consolidation points and interchangeability of containers between modes.

NDTA fills a vital need in a nation of increasing problems. For those who complain about the military-industrial team – what could we replace it with?

The 24th Annual Transportation and Logistics Forum of the NDTA will provide the military-industrial transportation team an opportunity to exchange ideas and develop imaginative solutions to some of the Nation's most perplexing transportation problems.

The Editors

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THE MANAGEMENT CHALLENGE IN DEFENSE TRANSPORTATION

by

Major General Clarence J. Lang, USA
Commander of the
Military Traffic Management and Terminal Service

Transportation throughout history has been a dynamic political, economic, and military force. In recent years, the rate of change in transportation systems worldwide has become a revolution of ideas and methods. The transportation manager today must learn to use new movement systems profitably, measuring profit in service, time, and money. At the same time, he must plan far-sightedly to exploit the still greater opportunities which will become available next year and ten years in the future.

The national transportation industry is the foundation upon which the military system is built. 1969, the Military Traffic Management a Service influenced the expenditure of mo billion for transportation services, most o provided by civilian industry.

The U. S. transportation industry absorb support mission in its far greater task of national economy whose magnitude a growth far outstrip the rest of the world. I Department were unable to procure transp ices from industry, provision of essential

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austere basis from military resources would Defense budget a crushing burden upon the economy.

ansportation industry brings to support of the effort services which are responsive to the full defense needs at costs which are as equitable o commercial customers. The industry provides echnical leadership which has produced steady s in movement costs and improvements in services, in the face of rising prices in the generally. We have just begun to realize the advantages of the modern transportation tech- d management which industry has created.

all, the men of the transportation industry the defense support mission personal qual- n match in the highest degree the patriotism ity of their military counterparts on the na- ense transportation team. It has been sug- a sinister military-industrial conspiracy exists riment of the national welfare. On the con- basic integrity of the military members and ponding ethics of business leaders militate very actions hinted at darkly by those who ssue. The dedicated people in Government a responsible, creative public service team. is nowhere more dedicated or more dynamic field of national defense transportation.

bers of the military-industry team, military agers are deeply concerned with the physical nt and management progress of the industry. ern is matched by the interest of industry n the evolving nature of the transportation k which the Defense Department calls upon perform. This article outlines some of my he representative of defense transportation he defense transportation management ap- ommon military-industry problems.

ie Military Transportation Task

transportation operations are big business acetime. However, military requirements rely tax the abundant national transporta- ties in time of peace. During these periods, of the military transportation manager are ard economical and efficient use of trans- sources, together with maintenance of a ealthy transportation industry.

ne, military transportation requirements ajor demand on the transportation industry, on those segments which support export versea personnel movements. The extent ry demand on transportation depends upon combat operations.

bility of general nuclear war must be d, although it appears to be an increas- one. Limited wars appear to be more

ABOUT THE AUTHOR

General Lang was born on June 28, 1918 in Iowa City, Iowa. He was graduated from the State University of Iowa and received his commission as a second lieutenant in the QM Corps Reserve in May 1940. He is also a graduate of the University of Texas (M.B.A. Degree), the Armed Forces Staff College, and the Industrial College of the Armed Forces. He entered the Army as a commissioned officer in July 1940 as Assistant Post Quartermaster, Fort Des Moines, Iowa, and later served with the 6th QM Bn of the Sixth Infantry Division, Fort Leonard Wood, Mo. During World War II, he served with the 28th Quartermaster Group (Truck) in Northern Ireland, England, Africa, and France. He commanded the 28th Quartermaster Group in France from 1944 until 1945.

General Lang was commissioned in the Regular Army in 1947 and transferred to the Transportation Corps in 1950. He commanded the Separation and Reassignment Center, Camp Stoneman, California, and was the Comptroller at Hqs, San Francisco Port of Embarkation, Fort Mason, California, from 1949 to 1953. He served as Comptroller and Deputy Chief of Staff, U.S. Army Transportation Training Command, Fort Eustis, Virginia, from 1953 to 1955. In 1956, after graduating from the Armed Forces Staff College, General Lang went to the Far East as Transportation Officer, Hqs, U.S. Army, Ryukyu Islands, IX Corps, Okinawa.

Following attendance at the Industrial College of the Armed Forces, in 1959 he was assigned for two years to the Transportation Division, J-4 (Logistics), OJCS. From July through October 1961, General Lang was Special Assistant to the Chief of Transportation. In November 1961 he became Deputy Executive Director of the Military Traffic Management Agency. When this agency was redesignated the Defense Traffic Management Service, General Lang became Deputy Commander, serving in that capacity until August 1963. He next served as Deputy Commander, U.S. Army Transportation Center and Fort Eustis, and Assistant Commandant, U.S. Army Transportation School. On October 7, 1964, he became Director of Logistics, J-4, Hqs., U.S. Strike Command, MacDill Air Force Base, Florida, terminating that assignment on June 15, 1967 to become Chief of Staff, U.S. Army Materiel Command. He assumed command of the Military Traffic Management and Terminal Service (MTMTS) April 29, 1969.

General Lang is married to the former Fredricka Hansen Cloud. They have three children, and maintain their permanent residence at 314 Elizabeth Road, San Antonio, Texas 78209.

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likely than general war during the next decade or two. The scale of military transportation requirements in support of limited wars may range from the level of Vietnam upward toward that of World War II — somewhere between 20 million and perhaps 50 million tons of military export cargo a year.

The general characteristics of military support cargo will not change basically in the next ten years, although the proportions of various types of cargo will change. Tanks are expected to be no heavier and may be somewhat lighter than they have been in the past. The growth of containerization will change the proportion of packages classifiable as heavy lifts, because all containers are heavy or outsized loads. However, the container handling system must be provided along with the containers so this aspect is not a major problem in itself. Containerization will, however, reduce the proportion of loose general cargo and impact on conventionally palletized cargo. Ammunition consumption in Vietnam has been relatively low; against a more sophisticated enemy, a higher proportion of ammunition might be expected in the export cargo load. In Vietnam, the principle is that the front-line soldier should eat better than the rear-area soldier, and the result has been an increase in refrigerated food products which will probably continue as a requirement in the future. The proportion of helicopters and other light aircraft to total cargo load will probably continue to increase. Some aircraft can be shipped in containers, but the majority will require special shipping. We can probably anticipate very large tonnages of construction materials in a future war, if Vietnam is a precedent.

The cargo tonnages required for support of future limited wars can be handled comfortably by the domestic transportation system, without undue pressure against civilian requirements. The kinds of cargo to be handled do not present any challenges beyond the capabilities of existing and evolving technology.

The challenge of the future lies in the management area, in finding ways to use to best advantage the high-productivity movement systems which the transportation industry is rapidly creating.

The Transport Revolution

The intermodal movement of containerized freight is the dominant influence in transportation system growth today. The container is more than a conveniently-handled box. It is the product of a new way of thinking about general freight, philosophically comparable with modern trends in the handling of bulk cargoes. The industry today is looking at movement of packaged freight in terms of mass flow. The container is the mechanism that makes mass flow of individual packages practicable.

Intermodal container movement is influencing the creation of many new kinds of transport capabilities.

Container ships are rapidly replacing breal shipping capacity in the U.S. Merchant Marine, same time that they hold promise for restor United States to a potentially more competitiv tion in ocean trade. Barge-carrying ships, soo in operation, will depend for a significant part productivity upon containerization of their cargo. The Miniships of the Abingdon Steamsh poration represent a new ideal in exploitation Mississippi River for export trade and are a response to the growth of containerization. Co ization will enhance the productivity of the fo ing jumbo jet aircraft. Proposals for increas length of trucks and auhorizing double bott in interstate commerce are based in part on t for new highway equipment configurations to containers efficiently. Containers are beginning the flat car rather than the box car the workh the rail fleet. All of these developments are gether by the overall concept of intermodal mo

We are still in the early stages of design of cient world-wide mass flow system for handling freight, but the through movement concept ha duced a wide range of new management pr Simplified documentation which will permit erized freight to be shifted quickly and easily truck, rail, ship, aircraft, and inland waterwa quired. Ideally, documentation should be aut A new standardized approach to loss and dam bility, regardless of carrier mode, is essenti cedures for routing containers efficiently and ically need to be developed. Rates for conta freight need to be simplified. Containerization come of age until containerized freight is move FAK rates, rates based on the loaded container of the container load, and until single-factor r established for coordinated intermodal mo

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"The dedicated people in Government service and in Industry supporting the Government constitute a responsible, creative public service team. This team is nowhere more dedicated or more dynamic than in the field of national defense transportation."

r interchange agreements between container
ire as necessary to full realization of the eco-
ossibilities of containerization as car inter-
irrangements were to development of the rail-
ogistics managers must explore the potentiali-
ackaging commodities for efficient containeri-
nd of buying in container load lots. To the
ation manager, industrial or military, every
s a new set of problems in exploiting improved
it capabilities, together with a new set of
ities for faster, cheaper and higher quality
ation service.

ass flow approach to packaged freight move-
e insistent pressure for lower service costs
igher productivity systems, and technological
n are promoting development of a physically
inistratively integrated through movement
But the effective combination of these factors
able system depends upon knowledgeable, im-
dynamic leadership from both operating and
agement.

ilitary Transportation Management

litary transportation manager, as a user, can
development of more efficient movement sys-
any ways. *His first responsibility is to make and wants known to the industry.* If, for ex-
needs Coast Guard certified containers for
n, he must tell the carriers about his require-
must define his requirements for quality serv-
p systems for evaluating the service he buys,
lustry of the results of his evaluations, and
business where he gets the best return for
e dollar. Within MTMTS today, our house-
s movement and storage program is being
oward an automated carrier performance
em. We are working on development of a similar system for freight carriers and have asked the Defense Supply Agency to include feedback on carrier performance in their Military Standard Evaluation of Performance program.

The military transportation manager must participate in new system operation to the extent required for efficient military management. In the containerization field, for example, he must study his commodities and coordinate with the carriers in planning containerized freight movements. In this connection, the Transportation Engineering Agency has prepared for military shippers a manual on container stuffing, which was reprinted by the New York Port Authority for industrial use. We are now testing inland small lot container consolidation point structure to provide nationwide service. Funds have been requested for construction of container handling facilities at East and West coast military ocean terminals. In these and similar ways, we are gearing our operations to complement advanced carrier operations, without unnecessarily duplicating commercial systems available to the military shipper.

The transportation manager must use new system capabilities as they are evolved by industry. The Military Services, after originating the CONEX container, moved up to commercial van containers as rapidly as industry could produce them. Today, over half the military cargo to Europe is containerized and over 20 percent of total military export cargo is containerized. Thirty-five percent of all military general cargo is expected to be moved in containers within another two or three years. In hard lift areas, where opportunities for profitable commercial containership routes are limited, we are exploring alternative systems which can realize the advantages of containerization for shippers and consignees.

The military transportation manager cannot rest on today's laurels, he must explore the future aggressively. We are now investigating the containerization of ammunition and are examining broader applications of containers to perishable food products. We believe that much construction material can be shipped in containers and are investigating the potential savings in pipeline investment and logistic manpower which optimum extension of containerized through movement systems could achieve.

The military transportation manager must recognize and act to meet the requirements for greatly improved management control of shipments through modern transportation systems. To gain the full possible return from modern systems, the transportation manager must be able to direct shipments from origin through intermodal terminals to successive carriers without interruption of the flow of freight through the transportation pipeline. He must know where each shipment is as it moves, what it is, and when it will reach its des-

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"The challenge of the futu lies in the management area, finding ways to use to best a vantage the high-productivi movement systems which t transportation industry is rapid creating."

tination. At the same time, he must know the quality of the service he is getting for his money, who is giving him good service and who can give him better service. This massive information gathering and analysis program represents a new aspect of transportation management, in which industrial as well as military managers are vitally concerned. Our success in creating data processing capabilities adequate to this requirement will determine in great measure the extent to which the potentialities of new transportation capabilities will be employed advantageously. MTMTS is now investing a major effort in development of an integrated automatic data processing system for traffic management. The results of successful DoD experiments in developing new transportation management systems will be made available to industry.

The military transportation manager must ensure that the agencies and activities he serves are fully informed of improvements in available service. The Installation Transportation Officer, on whom rests primary responsibility for effective operation of the military transportation system, in particular must be made aware of the resources at his command. The ITO is the direct interface between the military user and the carrier industry. Many of the more than 1,500 Installation Transportation Officers are overworked young officers undergoing their first exposure to the complexities of modern traffic management. MTMTS has worked with the military services to increase command interest in and command support for the ITO function, and to encourage formal traffic management training for ITOs and their staffs. We plan, as our ADP system capabilities develop, to give Installation Transportation Officers on-line access to MTMTS computers for rate and routing information. An aggressive customer assistance program is being conducted to assist Installation Traffic Managers in their relations with carriers, in employee training, and in s their day-to-day operation problems.

The modern military transportation manag ever his level of responsibility, must addre with a combination of thorough professional k hard-headed insistence upon getting full va services he buys, and flexibility and imag seeking out and encouraging development transportation systems and services.

Industry's Management Responsibili

When the military transportation manager ice from the transportation industry, he pays than wings, wheels, and boxes. He pays fo ment of the carrier's operations. As the rep of Defense transportation users, I insist upo managed transportation service for the defe portation dollar. I expect an intelligent und of our needs, honest efforts to meet those n tively and economically, and alertness to ities to improve service and reduce transport

Carrier industry managers should provide tion Transportation Officers the same kind that is provided to customers in commerc tition. Prompt pickup and delivery, meeting dates as promised, and provision of equ ordered are fundamentals. Beyond these fun the transportation operator can offer his c wide variety of advisory services leading to iness for customers and operators alike. transportation users are counseled on site packaging, shipment preparation and han opportunities for higher efficiency through able use of new equipment and services. Th Department, a multi-billion dollar-a-year c the transportation industry, should receive

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ɔe. The Installation Transportation Officer is ɔexperienced, has limited technical resources, ɔoo busy with his daily job to be able to keep of new developments in services. The industry ɔrm and advise the ITO, help him to obtain the ailable service for his money, and cooperate m in developing new and better ways to do

ɜers, the military services are seeking aggres- ɔ improve service and reduce costs through raffic management, but we must work with ɪbilities which industry provides. Many oppor- exist within today's transportation system for ment of service and productivity. Relatively hanges in ways of doing business can make ge changes in costs. A one percent improve- transportation industry productivity would greater effect on the defense transportation bill 50 percent increase in the efficiency of mili- fic managers.

nilitary transportation manager looks to the l transportation manager for tough-minded refusal to tolerate the inefficiencies of the existing system, hard work to create better operational and administrative methods, and a strong customer educational program which will ensure that the military user receives full benefit of the best available service.

The acceleration of development of high-productivity systems in the national transportation industry offers the modern transportation manager unprecedented opportunities to buy better service than has ever before been available and to save time, manpower, and money in the process. The responsibility for exploiting these opportunities is shared by operator and user transportation managers. As commander of the MTMTS, I shall be devoting my efforts and those of my executives to ensuring that user management is forceful and forward looking. We shall be equally diligent in requiring industry to provide managed transportation for defense needs. The challenge to all of us on the military-industry transportation team is to guarantee that our joint management efforts provide the most defense transportation for the taxpayer's dollar.

NDTA AIMS

provide a common forum ɪss and indorse programs de- ɔ promote transportation pre- ss for the defense of the Free

maintain an awareness among nbers of the Association, and m the public of the critical ɪce of transportation to na- lefense and its effectiveness during emergencies.

provide active assistance, by ɪd action, in a non-partisan to appropriate Federal, l Local Government agencies in transportation prepared- nning, and to promote rec- of the need for cooperation port of carrier management ɪtionally effective planning.

encourage implementation of d programs to assure trans- capability in time of na- nergency.

• To provide advisory assistance, upon request, to governmental agencies concerning defense transportation problems.

• To encourage transportation and related industries to make available transportation management and operational personnel for prompt support of disaster agencies in periods of emergency.

• To support, conduct and assist programs of transportation education, scientific research and development, among private, industrial, educational, and governmental agencies which are designed to increase the effectiveness, economy and responsiveness of the transportation industry and allied services to defense needs.

• To foster a spirit of patriotic goodwill and cooperative endeavor.

• To support continued reliance on the free enterprise system of ownership and operation of transportation in the United States.

• To reaffirm the principle that regulated for-hire carriers are essential to our transportation system and are vital to our national economy and our national defense, it is urged that the Government promote the strengthening of regulated for-hire carriers.

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NDTA-Coordinator between Industry and Government

The 24th Annual Transportation and Logistics Forum of the National Defense Transportation Association, at the Regency Hyatt House, Atlanta, Georgia, September 21-24, will bring together about 2,000 transportation leaders from around the world. Major subjects at the four-day meeting include "Operation HANDIVET," Tomorrow's Shipper Requirements, New Horizons in Transportation, and Containerization.

The National Defense Transportation Association is a professional organization of transportation executives, more than half of whom represent carriers. The rest of the membership, which numbers about 13,000, is in the employ of the Government, in active duty military service, or engaged in the manufacture of transportation equipment and supplies.

NDTA was organized immediately after World War II when a group of Army Transportation Corps officers decided to keep abreast of transportation developments and widen the experience they had gained while directing troop and supply movements during the war. Their purpose was to keep the U.S. transportation systems aware of the need for constant attention to efficient functioning so that they would never again be caught as ill-prepared for war as they were in 1941.

The organization they formed was first called the Army Transportation Association. It became the National Defense Transportation Association in 1949, and its membership base was extended to include civilian transportation executives, all the U.S. military services and government officials.

by
Gerald W. Collins
Executive Vice President, NDTA

NDTA has an enviable record of public service. Some of the accomplishments of the group of transportation professionals are:

In answer to a Department of Defense request for assistance in simplifying DOD documentation procedures, NDTA's Defense Advisory Council made a study of shipping documentation and automatic data processing systems which gives 17 recommendations designed to reduce the costs of military transportation paperwork while increasing the efficiency and responsiveness of the entire logistical organization of the Defense Department. The recommendations of the NDTA study group urged improvements in funding and payment practices of the DOD, in methods of processing receipts from contractors, in identification of intransit shipments, in systems of document matching at receiving installations and in the format of the Government Bill of Lading.

NDTA's Special Co
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War Veterans in Traffic
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l. Frantz is the "Nominee of the Nominating " to be retained as President of the National ransportation Association for a third year. ntz, president of Eastern Express, is a native Illinois, and attended Illinois State Normal He began his trucking career in 1930 as an l clerk with Brandts Truck Lines. Through

n of assignments at Decatur Cartage Co. Illinois, he became a top-notch salesman. ring the service in 1942 he was terminal r the company.

ving as a transportation expert in World the Persian Gulf Command and in the paign in Europe, Mr. Frantz was separated rmy in 1946 as a Captain. He returned to rtage in Peoria for a few months until he cutive vice-president and general manager Express in 1946, the company he heads

tz is a founder member of the American raffic and Transportation, and was the first the Wabash Valley Chapter of Delta Nu s a member of the Board of Directors and n of the Highway Panel of the Transpor- iation of America. He is a member of the of New York City, a member of the stitute of Management, a member of the s Chamber of Commerce Transportation nications Committee, a member of the s Chamber of Commerce Policy Com- member of Indiana Civil Defense Emer- Transport Board Industry Advisory Com-

rved as a Faculty Associate in the School f Indiana University and is a member of f Trustees of Indiana State University He is listed in "Who's Who in America."

uring National Transportation Week, Mr. ness associates in his home city honored "Transportation Man of the Year" award, the Terre Haute Transportation Clubs and Commerce.

Kenneth L. Vore is the "Nominee of the Nominating Committee" to be retained as Chairman of the Board of the National Defense Transportation Association for a third year.

Mr. Vore, vice-president of traffic and transportation for U.S. Steel, is a native of California and attended school in Pasadena. He was graduated from

the University of Southern California in 1938 with a B.S. degree in transportation and public utilities. He began his business career as assistant manager, traffic department, of the Los Angeles Chamber of Commerce and at the same time taught courses in traffic management at the University of Southern California.

In 1942, Mr. Vore joined The Consolidated Vultee Aircraft Company in Los Angeles where he became traffic manager. From this position he was named director of transportation for the Los Angeles Chamber of Commerce. He moved to Washington, D.C. in 1951 to become director of the military traffic service for the Federal Government and in 1952 was appointed director of transportation for the Department of Defense.

Prior to joining U.S. Steel, Mr. Vore had been general traffic manager of the Westinghouse Electric Corporation in Pittsburgh since 1953. Mr. Vore was appointed assistant vice-president of traffic for U.S. Steel in 1957, vice-president of traffic in 1963 and vice-president of traffic and transportation in 1964.

Mr. Vore has been a member of the policy committee and board of directors of the Transportation Association of America and is a life member of the Transportation and Communications Committee of the U.S. Chamber of Commerce, a founder member of the American Society of Traffic and Transportation, and a member of the Board of Directors of the Traffic Club of Pittsburgh, the National Freight Traffic Association, and the traffic committee of the American Iron and Steel Institute. He is also a member of the Advisory Committee of the Northwestern Transportation Center.

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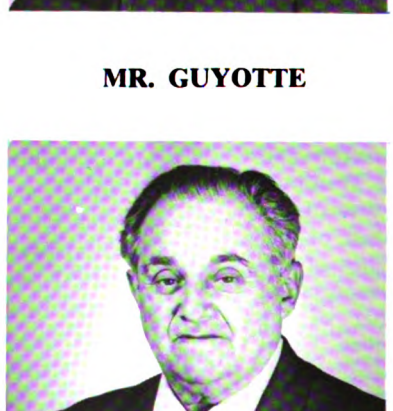
MTMTS RECEIVES TWO OF NDTA'S 29 AWARDS

Two civilian personnel assigned to the Military Traffic Management and Terminal Service (MTMTS) are among the 29 individuals and chapters selected as achievement award winners by the National Defense Transportation Association.

Roland L. Guyotte, Jr., Executive Assistant and Senior Transportation Advisor at Headquarters, MTMTS has been selected to receive the Department of Defense Distinguished Service Award. Mr. Guyotte has been in the transportation field since the early 1940s when he worked for the War Department's Commercial Traffic Division. He served with every commander of the Military Traffic Management Agency and the Defense Traffic Management Service, and he headed the original interservice planning group which established the Military Traffic Management and Terminal Service, first Defense single manager traffic agency. He majored in transportation at American University and participated in the Brookings Institute advanced study program for federal executives and supervisors. Mr. Guyotte served in the Army during World War II, rising from private to major in four years. During the past year he was appointed chairman of NDTA's "Operation HANDI-VET" designed to help handicapped Vietnam veterans help transportation.

Samuel J. Kossove, Chief of the Traffic Division of the Eastern Personal Property Operations Office at Eastern Area Headquarters in Brooklyn, New York, has been selected to receive the Distinguished Service Award. Mr. Kossove served on Governor's Island in New York Harbor from 1941 to 1965 as Supervisory Administrative Officer

MR. GUYOTTE



MR. KOSSOVE

of Traffic Services Divisio
2nd Transportation Zo
Headquarters First U.S.
Enlisting in the Transp
Corps, U.S. Army in Ju
as a First Lieutenant at G
Island, he was discharged
cember 1945 as a Major.
promoted to Lieutenant C
the Army Reserve, and
in the Reserve program un
Prior to entrance into Gov
service in 1941, Mr. Koss
been with the Pennsylva
road for 20 years. A chart
ber of the NDTA, Mr.
was one of the organizer
New York Chapter, which
tivated in 1944. He was f
ted as Secretary of the C
1946, and has served in th
city for the past 23 years.

Other Distinguished
Awards winners are: H
Havre, Jr., McCabe, Hami
Renny; Colonel John M.
USAF, U.S. Air Force A
Lieutenant Colonel Edw
Hertz, U.S. Army Transp
Command, Japan; I. M.
Jr., Spellacy Motor Carg
Carl Carson, Carl Carson
Truck Rental Co.; Phi
Hawk, Keesler Air Force
L. Holloway, Coca Cola C
Atlanta; Robert E. Lord. F
City Civil Defense; Kathle
Huntsville, Alabama; Cla
Zarfoss, B&O Railroad Co
Cummins, Asiatic For
James J. Rice, Pan A
World Airways; S. Charles
United International
Corp., and Joe B. Holm
versal Carloading and Dis
Company.

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. Life Membership Award
' is Mrs. Margaret Caldwell
'Arrow Coach Lines in Kill-
:xas.
ıter of the Year Plaque
ı9) winners are: Category
nelux chapter; Category II
issippi Gulf Coast chapter;
y III — Aloha chapter, and
y IV — San Francisco Bay
ıapter. Distinguished Chap-
ter Award winners are the Cen-Tex chapter, Columbus chapter, Huntsville chapter, San Antonio chapter, and Memphis chapter. Disaster Achievement Award winners are the Twin Cities chapter and the Dayton chapter.

In addition to those awards, NDTA announced the winners of the membership contest. They are: for Zero Defects, Category I — Montana; Category II — Louisville, and Category III — Twin Cities; Membership Increase, Category I — Stuttgart; Category II — Greater Colorado, and Category III — San Francisco Bay Area, and Rose Enright of the San Francisco Bay Area chapter won the top salesman award with the most two and five year memberships sold during the contest period.

DISTINCTIVE INSIGNIA SYMBOLIZES MTMTS MISSION

olorful metallic emblem symıg the Defense Transportaıission of the Military Traffic ɜement and Terminal Service ITS), has been authorized to rn by all United States Army nel serving with MTMTS g August 1.

gold colored emblem, which res 1 - 3/16 inches in length, ribed with the motto "Serv: Armed Forces." The motto lected from 1100 entries in mand-wide contest held last r. Charles H. Brown II, a ı employee with MTMTS' n Area at Oakland, Cali- submitted the winning

new emblem differs from icial green and white cloth ı which is worn on the left r sleeve of the Army uni- ı that the new metallic em- worn on the shoulder loops. Army's Institute of Her- lescribes the distinctive em-

blem as entirely symbolic. The motto "Serving the Armed Forces" is inscribed on a gold ring surrounding a green disc, which bridges two smaller discs at the base. The larger disc represents land transportation, while the two smaller discs represent ocean terminal services. The three curves surrounding the discs simulate wheels and allude to motion. Highlighting the emblem is a broad white arrow with its point terminating on the green disc indicating direction and representing control of all movements in the military traffic management process.

The arrowhead and the colors green and white are taken from the shoulder sleeve insignia of MTMTS to indicate that the units are components of that organization. The green is symbolic of the command's "can do," "go" attitude in the exercise of its traffic management, land transportation, and terminal service responsibilities. The arrow alludes to the military auspices of the organization, the speed with which it accomplishes its mission and the air transport functions which it performs.

MTMTS, commanded by Major General Clarence J. Lang, USA, is a jointly-staffed agency which influences the expenditure of some two billion dollars annually and is responsible for military traffic, land transportation, and the operation of common-user military ocean terminals in the United States.

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TRANSPORTATION

24 Annual Transportation and Logistics Forum, Regency Hyatt House, Atlanta, Georgia, September 21-24

SUNDAY, SEPTEMBER 21

NOON **REGISTRATION OPENS**
The Regency Hyatt House

2:00 p.m. **BOARD OF DIRECTORS and ANNUAL MEMBERSHIP CONVENTION MEETING FOUNDATION TRUSTEES MEETING**

6:30 to 8:00 p.m. **OPENING OF EXHIBITS and PRESIDENT'S RECEPTION**

Ribbon Cutting Ceremony
RECEIVING:
Mr. and Mrs. Welby M. Frantz
President, Eastern Express
National President
Mr. and Mrs. Kenneth Vore
Vice President Traffic
& Transportation
United States Steel Corporation
Chairman of the Board
Mr. and Mrs. Charles R. Yates
Vice President, SCL-L&N Railroads
General Chairman
Mr. and Mrs. Thomas R. May
President, Lockheed-Georgia Co.
Chairman, Forum Advisory
Committee
Cocktails and Buffet

MONDAY, SEPTEMBER 22

8:00 a.m. **REGISTRATION CONTINUES**

8:50 a.m. **OPENING OF FORUM**

CHARLES R. YATES
General Chairman
Presentation of Colors:
Third Army Color Guard and Band
Welcome
The Honorable
IVAN ALLEN, JR.
Mayor, City of Atlanta
Thomas R. May
Chairman, Forum Advisory Committee
Remarks and Award
Presentations
Welby M. Frantz
National President

NEW

NDTA's annual international
speakers and brings togethe
globe. NDTA's Transportat
men and government perso
emergency problems and th

9:30 a.m. **KEYNOTE ADDRESS**
The Honorable
JOHN A. VOLPE
Secretary of Transportation

10:00 a.m. **COFFEE BREAK**
Exhibit Hall

10:30 a.m. **GUEST SPEAKER**
The Honorable
GEORGE A. LINCOLN
Director, Office of
Emergency Preparedness

11:00 a.m. **NAVY PRESENTATION**
RADM. W. V. COMBS, JR.
Commander, Service Force
U.S. Pacific Fleet

12:15 p.m. **MILITARY UNIT AWAI**
LUNCHEON
Presentation of Awards
By LTG. ALBERT O. CONN
Commanding General,
United States Third Army

2:30 p.m. **CHAPTER WORKSHOP**
Discussion of "OPERATION
VET" program and chapter
functions & activities.
(This is an open meeting, b
state and national officers are
urged to attend.

4:00 p.m.
Busses begin leaving for Dobb
Air Force Base

5:45
Evening at Dobbins Air For
Program includes a demonst
Galaxy C-5A, courtesy of
Georgia Co., followed by a
outdoor dinner and entertain

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ZONS

litary, government and industry
ation leaders from all over the
in its 24th year, gives business-
iew concepts in transportation,
e transportation industry.

DAY, SEPTEMBER 23

n. AIR FORCE PRESENTATION
GEN. JACK J. CATTON, USAF
Commander, Military Airlift Command

GUEST SPEAKER
DR. WERNHER VON BRAUN
(Invited)
National Aeronautics and Space Administration

n. COFFEE BREAK
Exhibit Hall

n. ARMY PRESENTATION
GEN. F. J. CHESAREK, USA
Commanding General, Army Materiel Command

n. GUEST SPEAKER
WILLIAM CURTIN
Chairman, American Bar Association
No official luncheon scheduled

. TOMORROW'S SHIPPER REQUIREMENTS
Traffic managers from the Defense Department and Industry take part in a candid appraisal of carrier services needed for the future.

. LIFE MEMBERS RECEPTION AND BALL
Entertainment by the "USAF Strolling Strings"
(Black tie or dress uniform preferred)
(Special tickets for this event available from National Headquarters.)

WEDNESDAY, SEPTEMBER 24

9:00 a.m. **NDTA BUSINESS SESSION and AWARDS PRESENTATIONS**

10:00 to 11:30 a.m. **NEW HORIZONS IN TRANSPORTATION**
Panel will present new concepts in transportation hardware and systems.

12:15 p.m. **OFFICIAL FORUM LUNCHEON**
Presentation of National Tranportation Award
THE HONORABLE MELVIN R. LAIRD (Invited)
Secretary of Defense

2:00 p.m. **CLOSING REMARKS**
Welby M. Frantz
National President

3:00 p.m. **POST FORUM TRIP**
Air/Sea Cruise to the Bahamas

PROGRAM FOR THE LADIES

DAILY

Hospitality Lounge – Dutch Suite
Information and Assistance

MONDAY – Opening Forum Ceremonies

No planned program to allow flexibility in attending opening of the Forum and General Luncheon. Free time in the afternoon preceding evening at Dobbins Air Force Base.

TUESDAY – Tour Day

8:30 a.m.
Continental Breakfast aboard busses.
Hosts: Eastern Airlines
City Sightseeing tour, with visit to Governor's mansion and Cyclorama.

1:00 p.m.
Luncheon at Stone Mountain
After lunch, guests may select from two tours or may return to hotel.

WEDNESDAY – Final Day – Grand Finale

9:00 a.m.
Bus to Underground Atlanta with a catered breakfast at Ruby Red's Warehouse accompanied by banjo band music. Back to the hotel in time for Forum luncheon.

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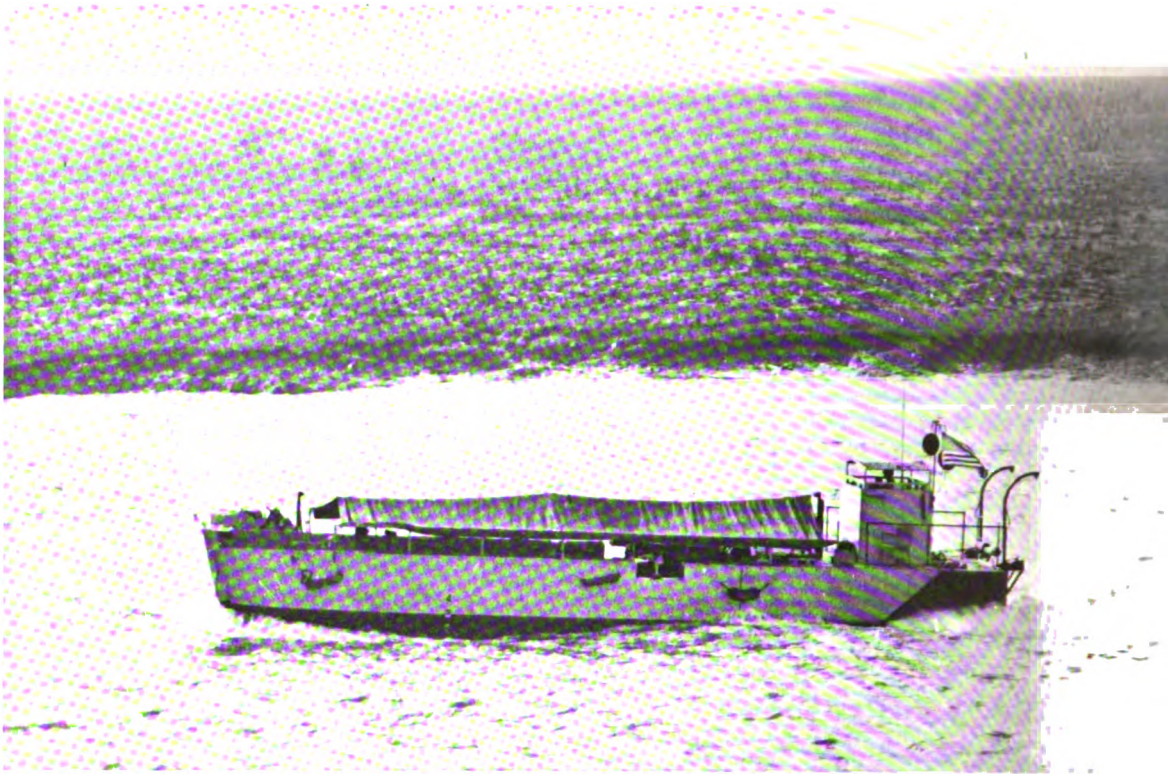

FOUR MILITARY TRANSPORTATIO UNITS TO BE HONORED FOR COMBAT SERVICES

Four military units assigned to Vietnam — one from each service — have been cited for "unusual and outstanding service in the field of military transportation and logistics."

Winners of the Annual Defense Transportation Award presented by the National Defense Transportation Association are:

Army's 231st Transportation Company (Medium Boat); Navy's USS Brule (AKL 28); Air Force's 8th Aerial Port Squadron, and the Marine Corps' Medium Helicopter Squadron-161, Provisional Marine Aircraft Group 39, 1st Marine Aircraft Wing, Fleet Marine Force.

NDTA President Welby M. Frantz, who is President, Eastern Express, Inc., and Lieutenant General Albert O. Connor, USA, Commanding General, United States Third Army, will make the presentations at a luncheon tember 22, during the nual Transportation and Forum of NDTA in Georgia.

Nominations for ND fense Transportation A submitted to the Joint Staff by the Commande Pacific. The Joint Tra Board of JCS made th lections.

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ɔrogram was started three
ɡo to single out military
aking significant contri-
to defense transportation.
rds are only given for un-
d oustanding performance
:tual or simulated combat
ıs.

ıes of the activities of the
ınning transportation units,
d to NDTA by the Joint
tation Board, Joint Chiefs
follow:

TRANSPORTATION NY (MEDIUM BOAT)

231st Transportation is a reserve unit called duty for Vietnam from Petersburg, Florida area. ıpany is equipped with anized Landing Craft — MIKE Boats). Each boat with 6 men and equipped nounted 50 calibre ma-s, 2 hand-held M-60 ma-ıs, and 2 M-79 grenade

boats of the 231st were nitted in support of op-ɔeedy Express, October ɜ operation was designed

to cut off the enemy s supply routes from Cambodia. In preparation for the operation, Engineer units and hundreds of tons of material had to be lifted by the 231st to remote areas of the Delta through canals which had not previously been used by U.S. Forces. Without this unique river and canal operation, delivery of the large volume of equipment and materiel needed to build and logistically support the base camps and airfields would not have been feasible.

3. As the construction phase of operation Speedy Express concluded, the men and boats of the 231st turned to other diverse support, such as carrying lime and cement for road construction along the Delta.

4. The 231st developed new techniques in long-range boat operation. Four to six-day trips on 100 to 200-mile turnarounds became standard procedure. On many occasions the crews of the MIKES had to resort to their armaments to repulse the enemy attacks. Nevertheless, no mission was ever aborted.

5. The 231st has written a brilliant chapter in the history of the U.S. Forces in Vietnam. Their splendid performance of duty has won high praises and their professional ability reflects a credit to the U.S. Army.

USS BRULE (AKL 28)

1. The USS BRULE (AKL 28), a light, small cargo ship, has been a most valuable asset to recent Southeast Asia operations. The USS BRULE has been continuously employed in the logistics resupply of numerous in-country support detachments in the Republic of Vietnam since January 1966. Despite ever-shifting sandbars, limited navigational aids and almost constant exposure to enemy fire, mines, and other harassing

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activity, this 177 foot ship distributed critically needed cargo and supplies from Naval Support Activity, Saigon, up and down the shallow and narrow waterways in the Delta region of the Republic of South Vietnam.

2. The USS BRULE was the first U.S. Navy Support ship to transit the Mekong and Bassac Rivers and was a major contributor to the PILOT GUIDE currently in use throughout the Delta today. The USS BRULE averages approximately three trips a month from Saigon to ports of call such as Vung Tau, My Tho, Dong Tam, Vinh Long, Binh Thuy, and An Thoi, transporting general cargo, ammunition, and POL products, despite daily harassment fire from snipers.

3. In August 1968, the USS BRULE sustained seven rocket hits while on one of her normal runs. Despite extensive damage to superstructure and electrical cabling, the USS BRULE suppressed the enemy fire and proceeded on schedule. The true spirit of the officers and men of the USS BRULE is exemplified by their own words reporting correction of the damage, "ship and crew now ready to haul cargo or fight and not necessarily in that order."

4. Although small and unprepossessing in appearance, this gallant little ship can definitely be considered a stellar and vital performer in the "Brown Water Navy" of the Mekong Delta area of the Republic of Vietnam.

8th AERIAL PORT SQUADRON

1. The 8th Aerial Port Squadron headquartered at Tan Son Nhut Air Base, Vietnam, is responsible for ten aerial port detachments located in the III and IV Corps tactical zones. In addition, the Squadron is responsible for providing combat control team capability in support of the 834th Air Division Airlift Operations throughout the Republic of Vietnam.

2. From its inception, the 8th Aerial Port Squadron's accomplishments outpaced its growth in size and responsibilities. It has easily assumed a position of lead among its sister squadrons.

3. Throughout the peri July 1968—31 May 1969 t Aerial Port Squadron sup the greatest sustained airlif undertaken. The Squadron ated three fixed terminals a semi-fixed or field terminals III and IV Corps tactical The Squadron handled 6 tons of cargo, 42,647 tons and 4,059,180 passengers.

4. During the period 1968 through 30 April 19 Plans and Operations Secti ployed mobility teams on 23 sions. These deployments in scope from equipment re missions to full-scale m operations.

5. One notable mission w ing 5-12 July 1968 when Bo airstrip became inundated flood waters. It was decide

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y by the Ground Proximity tion System would be used area adjacent to the Boc irstrip. A total of 19 C-130 ns were completed, deliver- l tons of combat supplies. gain, during the period of tember through 23 October the 8th Aerial Port Squad- monstrated its ability to re- At this time the 101st Air- Division was ordered from Vinh in the III Corps tac- one to participate in oper- "Golden Sword." Bilateral ures were quickly developed. of 234 C-130 missions were ted, transporting 2,749 tons ipment and 2,534 troops. ission was completed with- cident.

uring the year personnel 8th Aerial Port Squadron l 11 Silver Star Medals, 95 fedals, 106 Bronze Star , and 382 Air Force Com- ion Medals.

INE MEDIUM HELI- TER SQUADRON-161 VISIONAL MARINE RCRAFT GROUP 39 MARINE AIRCRAFT WING ET MARINE FORCE, PACIFIC

ie performance of HMM- om 1 December 1968 31 May 1969 was ex- . Operating under extreme- se conditions, the Squadron ted 72,367 combat troops 39 tons of supplies. This inary accomplishment in- 8,565 flight hours and a

29,121 missions. In addi- Squadron executed 7,185 l medical evacuation mis- support of combat opera-

pite severe maintenance

problems caused by such conditions as high winds, blowing sand, and shortages of equipment, a maximum number of CH-46 aircraft were kept flyable by the perseverance and "can do" spirit of all HMM-161 personnel who worked long and arduous hours.

3. During extended periods of marginal weather conditions, the Squadron maintained its high level of operational proficiency on both day and night missions. Utilizing radar controlled departures and climb outs, the squadron successfully executed delivery of troops and supplies to remote areas which would have otherwise been inaccessible during inclement weather. Return trips were monitored by radar and terminated with a Ground Controlled Approach (GCA) and often with retrograde external loads.

4. Operating from such forward bases as Vandergrift Combat Base, Hill 211 and Dong Ha, the squadron participated in such operations as Oklahoma Hills, Victory Dragon, Dewey Canyon, Scotland II, and many others. Over the period, 34 aircraft of the Squadron sustained serious battle damage. Four crew members were killed in action and 27 wounded in accomplishing these missions.

5. Nevertheless, the Squadron not only continued to get the job done but gained an enviable reputation with all organizations as a tenacious and resourceful member of the Air-Ground Team.

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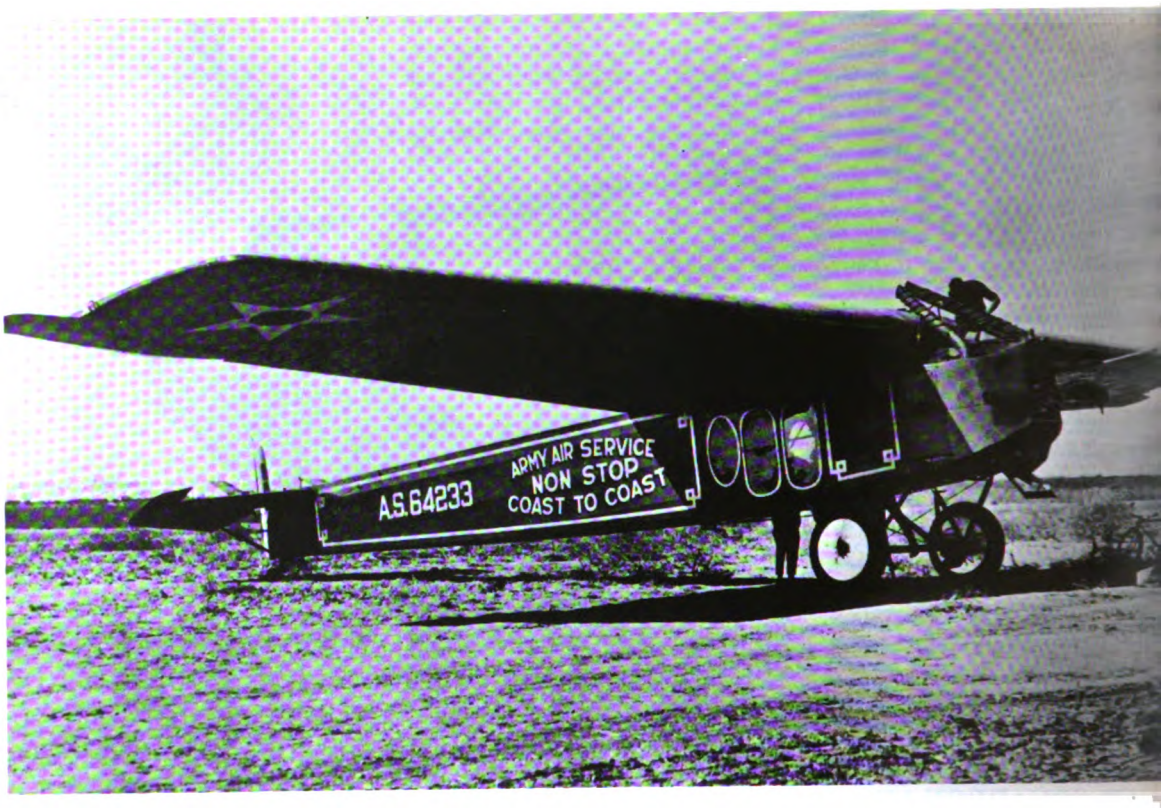

No one had ever flown non-stop across the American continent. Two Army aviators decided to do something about it, and

They Hedge-Hopped to Glory

by

Harold L. Craven

In May 1923, 46 years before the first men landed on the moon, many Americans were willing to bet that Lieutenants John A. Macready and Oakley G. Kelly would fail in their third attempt to fly non-stop across the American continent. After all, no one had ever done it before, and these men were using the same machine in which they had failed previously.

By 1923 standards the Fokker T-2 was huge. Its wings spanned 75 feet and it was 49 feet long. It was designed to get off the ground, fully loaded, with a one-mile run, and to climb 4,000 feet in its first hour of flight. Its top speed was rated as 75 to 110 miles per hour, depending upon its payload.

The T-2 was originally built as a transport plane, then modified for the greatest achievement in aeronautical history. It had three fuel tanks, radiator for its single Liberty engine, and tunnel between the passenger compartment open cockpit pilot's compartment alongside th There was a second set of controls and a set of instruments in the fuselage passenger ment.

As the plane lumbered to the takeoff posi Kelly at the controls, both men wondered if break free of the ground before it ran out o It would be a harrowing experience. Bac takeoff point Colonel Franklin R. Kenney, wa ecutive officer for the Bureau of Military Ae

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his fingers behind him and watched the take-
begin. He had just bet a friend five thousand
that this flight would be successful.

is point in time, Macready and Kelly had little
think of past failures. Nevertheless, lessons
in two previous attempts had played a part in
ning of this transcontinental flight attempt, and
re determined not to repeat any past mistakes.

had made their first non-stop transcontinental
in the autumn of the previous year. On October
d with beef broth, coffee and sandwiches, they
n off from Rockwell Field, San Diego, enroute
York, only to be turned back by fog in South-
fornia's mountains. They had turned back to
go, but kept the plane in the air for 35 hours,
tes and 30 seconds of local area flying, shat-
l existing records for continuous flight.

Second Attempt

o men wanted to try again, but were delayed
er for a month. At 9 p.m. on November 3, the
Bureau advised Kelly that weather condi-
re favorable for a takeoff on the following
They began their preparations immediately,
d after midnight, and were awakened at 3:30
o to the airfield. The T-2 was fueled and ready
ybreak. At 5:45 a.m. there was enough light
ff, and at 5:57 a.m. they were airborne, with
the controls.

2 climbed better than Kelly had expected, and
kwell Field disappeared in the distance. He
ifficulty getting the airplane over Temecula
the higher mountains south of Banning. He
er the Salton Sea at 2,000 feet and headed
rd the Colorado River, then turned the con-
to Macready. After crossing the Gila River,
followed the Southern Pacific Railroad to-
son, Arizona.

ecame difficult and dangerous in the moun-
Yuma. The T-2 was near its absolute
the air was rough. Air currents would lift it
t a hundred feet or more at a time and the
cted to be dashed against mountain peaks.

ing, New Mexico, the plane had an altitude
eet and would climb no higher. There were
mountains a few hours ahead. The only
over them would be to burn enough fuel
ly lighten the plane, but this would reduce
es of reaching New York. Kelly took the
Deming and attempted to follow the planned
half hour later he diverted from his route
up a valley which took him across salt
d lava beds. As each gallon of fuel was
tude was gained, and the T-2 had 150 feet
en it reached the divide near Tecolete, New
ddenly a downdraft dashed the plane toward
the ground, leaving it in a near-stall position a few feet above the shrubbery. Somehow Kelly averted a crash, but he was still on the westward side of the divide. He maneuvered the plane around and flew back down the slope some 10 miles while trying to gain altitude and burn up fuel. In 20 minutes he tried again, without success. He burned more fuel and made a third attempt, this time crossing the divide with 30 feet to spare.

The crossing had consumed time as well as fuel, and the engine was losing water through a cracked cylinder jacket. Night was closing in and a partial cloud covering obscured the moon. Kelly tried to follow the railroad by flying close to the ground, but the tracks soon became lost in darkness. Eventually he saw the lights of Tucumcari, New Mexico, where he relocated the railroad when moonlight briefly penetrated the cloud cover.

Macready relieved Kelly at the controls. A heavy cross-wind caused considerable drift and the clouds lowered, eventually coming so close that the T-2 had to be flown through them rather than under them. Visual contact with the railroad was now impossible, and Macready flew by compass, estimating drift when the bright headlights of a train would appear and give

SOME AEROSPACE "FIRSTS"

The Montgolfier brothers of France publicly tested their new invention, a hot air balloon, on June 5, 1783. Their audience included Ambassador Benjamin Franklin who became, from that date forward, America's foremost proponent of aeronautics.

On September 17, 1783, the first laboratory animals, a sheep, a duck and a rooster, were sent aloft, presumably to test the safety of balloons prior to sending a man into the sky. The animals returned safely, so less than a month later Pilatre de Rozier became the first aeronaut, attaining the dizzying height of 84 feet in the tethered balloon.

On November 30, 1784, a Massachusetts physician, Dr. John Jeffries, accomplished the first scientific research flight into the "upper atmosphere" by making a free balloon flight to a record altitude of 9,309 feet. His flight in the Montgolfier balloon took him from London to Darby in England's County of Kent.

The first aerial conquest of the English Channel took place on January 7, 1785 when Dr. Jeffries and balloonist Jean Pierre Blanchard flew from Dover to Calais in slightly less than two hours.

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the location of the tracks. Now there was rain, lightning and thunder as a tornado swept close to their route.

Bad weather passed and at Pratt, Kansas, the T-2 left the railroad and was navigated by compass throughout the night. Eventually the lights of St. Louis appeared. During the night the plane had flown over parts of six states, New Mexico, Texas, Oklahoma, Kansas, Missouri and Illinois. Kelly had taken the controls during the night.

A short distance between Terre Haute, Indiana, when Macready was again scheduled to fly the T-2, Kelly observed that loss of water through several cracked cylinder jackets would probably necessitate a forced landing. Macready crawled through the tunnel to the open cockpit, took one look at the water streaming from both sides of the engine, and agreed that reaching New York was impossible.

Fifty miles west of Indianapolis the engine temperature climbed rapidly. Kelly, now in the plane's cabin, poured coffee and beef broth into the booster radiator as Macready headed toward the Indianapolis Speedway for a landing. At Indianapolis he decided to push on to Schoen Field, Fort Benjamin Harrison, Indiana, where better facilities were available. He throttled the overheated engine partially and began his descent. Upon reaching the Army post he circled once to get into landing position, the propeller turning slowly. Just before the T-2 reached the edge of the field Kelly pulled the throttle all the way back and the propeller stopped, "frozen" fast by the heat of the engine, and a cloud of steam enveloped the plane as it rolled to a stop a few seconds later.

In six months the dauntless aviators were ready to try again, this time in an east-to-west direction to avoid climbing the western mountains while the plane was heavily-loaded with fuel. By starting at New York they would burn less gasoline at the start of the trip and this would allow them to shorten their trip by 400 miles. They could steer a straight course for Las Vegas. At that point the fuel load would be light enough to allow the plane to climb over the mountains to San Diego.

Early in the afternoon on May 2, 1923, they departed Roosevelt Field, Long Island, their rebuilt Liberty engine running smoothly. Spectators wondered if the heavily-laden T-2 would get off the ground safely. Kelly and Macready wondered too. Kelly was at the controls and Macready was sweating it out in the passenger compartment.

"The old girl lumbered across the field for what seemed like miles and finally lifted off, clearing the hangars by what seemed like inches," Macready said later.

"I had made up my mind that there wasn't a chance of our getting away and was hoping that Kell be able to take her over to the salt marshes a edge of Long Island where we might possibly with a safe landing. We scraped along houset hillsides with our motor running full power, hours it seemed like we could stick out our ha pick daisies. We could only get a few hund of altitude. The gradual lightening of our loa big Liberty consumed 26 gallons an hour dic much, because, as we got farther west, the al the country increased and we were apparen keeping up with it," he added.

By nightfall they were west of Indianapoli pushed along by a 20-mile tail wind. When appeared on May 3, they were over Arizona burned enough fuel to permit throttling the back a little without losing altitude.

"When we reached this point, we were mu sure of success," Macready said later, explai they had been concerned about the ability o gine to continue operating properly at full th so long a period of time.

After 26 hours and 50 minutes in the air, landed at San Diego with only enough fuel r for another 100 miles. As the oil-spattere stepped off the plane a cheering throng greet Sirens blared, men shouted and threw their hat air, and women waved handkerchiefs and thru into the aviators' arms.

The two airmen managed to make their w Officers Club for an official welcome. Telegram in for hours, from President Coolidge, Genera ing, Patrick and Mitchell, Admiral Moffett, 9 Ezra Meeker who had once crossed the con ox team, and countless others.

The most welcome of the telegrams, ho sulted from Colonel Franklin Kenney's financi in the flight. As soon as the flight ended, Kenney wired Major Leonard H. Drennan, A Chief of Personnel:

"I win five thousand dollars if Macready a are successful in nonstop flight. Will you wi expense Macready and Kelly asking them if accept the five thousand as a gift to celebrate wives the greatest achievement in our aviatio You explain to them and make the gal bull pups take it."

Major Drennan explained and the pilots They sent this message of thanks to Colonel

"To do anything that needs doing is a sol duty, but when that accomplishment brings a friend it makes it a pleasure. With the grate ance of your magnificent gift there is satis the knowledge that it pays to bet on the Service."

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captain, a carpenter, and
ngineer have been named
mployees of the Year by
ea Commands, Vice Ad-
rson P. Ramage has an-
Captain James D. Hobbs,
the USNS MIZAR dur-
uccessful search for the
USS SCORPION, is the
tlantic selection. John
Jr., a carpenter aboard
MILLER, is the Pacific
rine Employee of the
tstanding Marine Em-
MSTS Far East Area is
neer Henry T. Sorensen,
buted to the seven Smart
rds won by the USNS
S during the past 10
h received personal let-
Admiral Ramage.

Curbside service for military air travelers and plans to utilize "jumbo jets" were pictured for 70 conferees attending the worldwide Military Airlift Command Aerial Port Commanders Conference at Travis Air Force Base, Calif. recently. And, after members had heard plans for incorporating the C-5 Galaxy cargo carrier into the command's global airlift network, they heard Col. Orville D. Beardsley of the 627th Military Airlift Support Squadron, Mildenhall, England, describe the perfect passenger terminal: "Arriving passengers would be met at the curb, where presentation of boarding passes would automatically insure seats on a waiting plane. Baggage would be safely aboard in advance; meals would be pre-paid; counter stations and signs would guide passengers to quick boarding without waiting in line.

★ ★ ★

Two railroad attorneys – one from railroad management and one from railroad labor – were appointed by Secretary of Transportation John A. Volpe as top officials of the Department's Federal Railroad Administration. Carl V. Lyon, former General Attorney for the Association of American Railroads, is now FRA's Deputy Administrator, while Harold C. Heiss, former General Counsel of the Brotherhood of Locomotive Firemen and Enginemen, is now Special Assistant to the Administrator.

★ ★ ★

At the Military Airlift Command Aerial Port Commanders Conference at Travis Air Force Base, Brig. Gen. James A. Hill, commander of Travis' 60th Military Airlift Wing, told of construction planned at Travis for a $10 million freight terminal complex near the base's southern boundary. "The plan now includes two pivoting loading docks for two C-5 and six C-141 simultaneous cargo loadings." Also planned, he added, is a substantial addition to the passenger terminal building to provide for handling the increasing number carried by large passenger jets. Also discussed were plans for C-5 transportable docks. The docks would enable direct rail loading through the nose of the aircraft.

★ ★ ★

The Port of Oakland is now the Number Two container port in the United States. Eight berths and 140 acres of storage and a record of 1,530,518 tons of containerized freight in 1968 puts Oakland second only to New York Port Authority. The 1969 mark is expected to exceed 2 million tons.

neral Edwin B. Owen, Commander, Eastern Area Military Traffic and Terminal Service (EAMTMTS) receives the stars signifying . from Major General Clarence J. Lang (left), Commander, Mili-Management and Terminal Service, during a promotion ceremony AMTMTS Brooklyn headquarters on August 1. Mrs. Owen assists g in pinning the stars on her husband's shoulders.

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Secretary of Transportation John A. Volpe announced two research contracts aimed at improving underground tunneling for future transportation systems. The contracts total $224,570, and are jointly funded by DOT's Federal Railroad and Urban Mass Transit Administrations.

★ ★ ★

Secretary of Transportation John A. Volpe announced a $168,000 grant to the city of Houston, Texas, for a feasibility study of an elevated circulatory transit system in southwest Houston. The new transportation system would include approximately 4,000 feet of aerial double track and 500 feet of single track, automatic train controls and stations completely enclosed in existing or planned buildings.

★ ★ ★

The National Defense Transportation Association Foundation has recently transmitted a guidance manual entitled Operation HANDI-VET to its 150 transportation industry sustaining member firms and 110 chapters throughout the Free World. Operation HANDI-VET, established in January 1969, is a volunteer social action program sponsored by the NDTA Foundation. It is aimed at training handicapped Vietnam Era veterans for, and helping them to find "hard to fill" jobs in the transportation employment areas where there is a shortage of skilled or qualified employees.

★ ★ ★

Military Airlift Command officials announced changes in assignments for three command general officers. Maj. Gen. William H. Brandon, commander of MAC's 21st Air Force, McGuire AFB, N.J., moved to Air Force headquarters August 1. He became deputy director of Civil Disturbance Planning and Operations. Names as new commander of the 21st Air Force was Maj. Gen. Gilbert L. Curtis, MAC Deputy Chief of Staff for Plans, Scott AFB, Ill.

Brigadier General Darrie H. Richards, recently returned from Vietnam, has assumed command of Western Area, Military Traffic Management and Terminal Service. He received the symbolic flag

of command from Colonel Cecil C. Snoddy, Jr., acting Western Area commander, in a formal ceremony.

General Richards formerly commanded the U.S. Army Support Command in Qui' Nhon, Vietnam. He returned to the United States in June. While in Vietnam he received the Distinguished Service Medal, the Bronze Star Medal for Valor, and the Air Medal with three oak leaf clusters.

★ ★ ★

A Personal Property Seminar will be conducted by the Eastern Personal Property Operations Office, MTMTS, Brooklyn, New York at the LaFayette Motor Inn, Atlantic City, New Jersey, from October 14 to 17, 1969. Attendance at this seminar is intended primarily for representatives of various Armed Forces installations and activities, and moving and storage companies doing business with the Government, located in the states of Maine, New Hampshire, Vermont, Maryland, Massachusetts, Pennsylvania, New Jersey, Connecticut, Virginia, Delaware, New York, Ohio and the District of Columbia.

More super highways … way. Department of T… tion planners hope to sta… mammoth road building… by 1975 to solve traffic … transit problems in an… America's great cities. … road system would go … around the inner c… through them. Construct… central city would be lim… shaping existing streets … traffic around the core a…

★ ★ ★

In a recent speech, t… Admiral Thomas H. Moo… of Naval Operations, s… "The flag of the Soviet … proudly flies over the … the world. Sooner or … United States will have … stand that it no longer ha… of the seas." Admiral M… spoke of the dramatic … the Soviet effort in all of… aspects of sea power, na… merchant marine, shi… fishing fleet, and ocea… programs. Admiral Moor… out that the rise of the S… chant Marine has been … enal. In 1950 they had … totalling 2 million tons; … figures are 1400 ships … million tons with a pred… they may reach 25 millio… 1980.

★ ★ ★

In a message dissemina… Army Materiel Comma… installations and activitie… out the United States, on… sion of AMC's seventh… sary, General Chesare… mander of the Army's hu… organization, pledged … mand "to prove through… ance that it is the mas… sciences of research, de… procurement, distribut… maintenance."

★ ★ ★

An all-Navy crew … named for the flight of … which is scheduled to … second manned-landing … moon in November. N… manders Charles Conrad… Richard F. Gordan, Jr.… Cdr. Alan L. Bean co… down this November or …

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Gourmet Gimmicks of the Airlines

by

Nancy L. Ross

the past year domestic carriers have been ing their knives and girding their tenderloins ncy sauces in fierce competition for passengers.

can eat your way clear through to California six-course meal on United which, among other ents, employs a chef to toss the salad at 30,000 merican promised its riders "pie in the sky" — cherry variety.

can gorge on steak three meals a day (in- 7 a.m. breakfast) aboard Allegheny. Northeast steaks broiled to order on its Florida flights.

serves free beer between New York and Chicago. Eastern will get you high on complimentary champagne before you've even left the ground.

In a highly competitive industry, each new gimmick spurs a race among airlines.

Movies, pastel planes, stewardesses' uniforms — anything to attract the traveler and distract his mind from delays.

"Why emphasize food now?" repeated an airline executive. "Well, guess we've done everything else."

But the time of gracious dining aloft may be coming to an end as a 21-year veteran of inflight catering points out. "With twice as many passengers in the 747

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(the jumbo jet scheduled for service late this year), something will have to give. I expect we will have to go into some kind of 'pre-fab' food."

Other airline spokesmen believe, to the contrary, that service will improve with new food service equipment on the superliners.

Airlines have publicized their foods before, of course, but never has there been such a massive culinary campaign. Some trace the race back to the introduction two years ago of the high-heat oven, which cooks food from a frozen state. Before that airplanes were equipped with warmers for pre-cooked meals.

For the first time steaks could be served in the sky. After a poll showed that 85 per cent of passengers wanted steak, Northeast started serving steak exclusively. Competitors complained the steaks were not actually broiled on board as claimed. In reality, the meat is seared for 30 seconds on each side in the ground kitchen, chilled and then put aboard the jet for later cooking.

Rival Eastern countered with the "Something Else Service," which featured in first class a choice of lobster or steak. And airlines wtihout high heat ovens doubled their efforts and their entrees to compete.

"The true gourmet is rare," stated A. F TWA's director of dining and commissary sought to create a party atmosphere, n classical restaurant atmosphere."

Enter the Foreign Accent Flight with trees and coordinated hostesses' clothes French, Italian, Olde English or Manhat mood.

On George Washington's birthday this can Airlines came out with what else? —

On George Washington's birthday thi ican Airlines came out with what else? — service. Paul Revere rides again in their Daniel Boone fur hat sand Pilgrim shoe Riders' salad or Boston brisket of beef.

The third giant of transcontinental air t shot back in May with a continental cuis ing a service "created by gourmets for g But United's Austrian-born chef Ed Ge been in the food business for 35 years, k simple:

No French terms where English exist won't eat anything they don't recognize" names (Beef Stroganoff becomes Beef

FACTS AND FIGURES

by

William A. Lesansky

Chief, Review and Statistics Division

Comptroller Directorate, MTMTS

The Defense Freight Railway Interchange Fleet (DFRIF) is comprised of military-ow way rolling stock registered for interchange service controlled, directed, and maintained by

	As of 30 June	
Type Car	1967	1968
General Purpose Tank	2,553	2,533
Special Purpose Tank	920	916
Heavy Duty and Special Flat	927	926
Damage Free Box	894	895
Box	94	93
Gondola	7	6
Total	5,395	5,369

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Americans), no sweet butter ("they think it's
), and never mention sour cream ("to the
person this means spoiled").

the campaigns and increased costs the out-
ood per passenger has increased very little.

a survey estimated the cost of a sandwich
conomy class on a transatlantic flight at $2.56
.

an economy class hot meal on Pan American's
lantic run costs $2.50 or $3. United budgets
transcontinental coach meal.

nomy fares decrease, most of the attention has
n first class, where the airlines stand to make
A first class chef's gourmet meal cost $6 per
on United, whereas Pan Am counts $10
cluding liquor for its transatlantic dinner with
spired by Maxim's of Paris.

its Foreign Accent Flights TWA says it rose
er one in the transcontinental competition.
novelty wore off.

ost passengers, so we stopped," admitted a
n. So TWA switched ad emphasis, while re-
me of the most popular entrees; namely beef
chicken. So did Eastern.

familiar? This is what airlines have been
for years. Depending on which survey you
sterners more than Easterners, prefer steak or
ciscans eat more non-beef continental dishes
Yorkers. One airline says businessmen tire

of steak; another says they want to be able to count on a good juicy sirloin whereever they fly; a third maintains, they don't care about the food, they just want to drink plenty and get there fast."

As a result most airlines serve beef most of the time.

Airline food has come under fire from cooking columnists and air safety critics alike. Both would make it less fancy, but for different reasons. The former in the hope of improving it; the latter, in the interest of concentrating on more essential aspects of the industry.

Recently in response to pleas for "nothing fancy, just a good sandwich," major carriers have gone back to sandwich service on short hauls. Back in 1933 American Airlines offered a choice of egg salad, swiss cheese or olive and nut sandwiches on its Chicago to Newark route. More than a quarter of a century later the same company is now featuring picnic baskets with sandwich ingredients: chicken, shrimp, cheese, salami, etc.

Then there's TWA's Stage Door Delicatessen, heavy on the pastrami and ham and cheese sandwiches. American specializes in hot Monte Cristo sandwiches: ham, cheese and turkey dipped in batter and fried.

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MSTS TODAY: A REPORT TO THE STOCKHOLDERS

VICE ADMIRAL LAWSON P. RAMAGE, USN

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October 1969

VOL. III No. 9

Transportatio Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT A
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Editor's Page

A SALUTE TO THE SEALIFT COMMAND

have provided mobility and logistical support Armed Forces, as well as increased flexibility s who are charged with formulating and im- ting our foreign policy." Those were the words President Richard M. Nixon in a recent letter Admiral Lawson P. Ramage in which he he 20th Anniversary of the Military Sea Trans- on Service.

iral Ramage is the commander of the U.S. sealift command which will be 20 years old r 1. The President also cited MSTS profes- who "have supported valuable national scien- c research programs in the oceans of the world space."

TS, as executive agency for the Department of e single manager for sea transportation, the nt of the Navy, provides global sealift for the Navy, Marines and Air Force.

Government-owned and Civil Service manned nd chartered commercial ships and their mer- narine crews, have moved more than 96 per- all the supplies and equipment transported theast Asia to support combat operations in a.

he same time, more than 45 special project erated by MSTS for 13 sponsoring agencies 1969 have been involved in ocean research, pair operations, support of U.S. space flights ariety of scientific projects.

after MSTS began operations in 1949, it was y the logistical challenge of a war in Korea. eak of the Korean War in 1953, ships and hartered vessels moved 28.5 million tons of and equipment to support globally based ops.

cal Year 1969, MSTS surpassed its FY 53 s it sealifted more than 30 million tons to U.S. forces. Illustrating the command's reliance on commercial shipping to support its military mission is the fact that 87 percent of all cargo moved to Korea was moved in commercial ships. Percentage for the war in Vietam has been even higher.

In a single month, MSTS moves more than a million tons of cargo to Southeast Asia and a slightly larger amount to support troops and bases in other parts of the world. MSTS tankers provide millions of barrels of fuel to help keep U.S. aircraft in the air and Navy ships at sea, and to power tanks, jeeps, trucks and construction equipment on the ground. Research bases in the Arctic and Antarctic are also supplied by MSTS ships, both cargo vessels and tankers.

When MSTS was formed in 1949, its ships and men came from sea transportation forces of both the Army and the Navy. Today the command has approximately 13,000 people who operate in every area of the globe where other Americans work or fight.

From its headquarters in Washington, the command directs a fleet of more than 500 ships, government owned and commercially chartered, through area commands in New York City; Oakland, California; Bremerhaven, Germany, and Yokohoma, Japan. Subarea commands are located in Leghorn, Italy, and New Orleans, Louisiana, with smaller units scattered around the globe.

In the 20-year history of the command, six men have commanded MSTS. Preceding Admiral Ramage, in the order they assumed command were: Vice Admirals William M. Callaghan, Francis C. Denebrink, John M. Will, Roy A. Gano, and Glynn R. Donaho.

In the pages that follow we are pleased to present several fascinating and informative articles on sealift, prepared by the present MSTS commander and members of his staff. May you enjoy reading them as much as we enjoyed assembling our Special Sealift Issue.

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MSTS TODAY: A REPORT TO THE STOCKHOLDERS

by

Vice Admiral Lawson P. Ramage, USN

Commander, Military Sea Transportation Service

An American business tradition—the annual report to the stockholders—is more than a custom. It provides a means of telling the owners of an organization, and its employees, what is going on, what the problems are, what the future holds and how that future will affect their lives.

It also provides a means of selling the corporate "story," of publicly patting on the back the men and women who are the most important asset of any business.

I am fortunate in having an opportunity to report to the readers of this magazine on the status of the Military Sea Transportation Service, an organization founded 20 years ago, on October 1, 1949. It seems appropriate then that what I have to sa in the form of a report to the "stockh American public, and that I acknowled tribution of those who have helped M its 20-year history.

Shortly after it was organized, MST lenged to mount and sustain a sea lifelin United Nations operations in Korea. H record how well that challenge was me sealifted hundreds of thousands of U.N. millions of tons of equipment and supplie the combat forces of the United Nations.

It is significant to note that—even in w percent of the supplies and equipment

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gins its annual resupply of the Arctic each July . Greenland harbor is host in this case to the RINE FIDDLER, USNS REDBUD and USNS (tanker at right). The Coast Guard vessel be- FIDDLER and the REDBUD is the USCGC D.

s transported in commercial ships, ships or controlled by the Sealift Command. Korea, there have been a number of mili- which involved the United States militarily degree. That involvement automatically as- ole to MSTS, for the primary and ultimate the command is sealift support of all De- of Defense organizations. Locales of these read like a summary of the news head-

han 96 percent of the supplies and equip- ed to Southeast Asia to support Vietnam have been moved by ship, by MSTS. ntrolled ships now sealift more than two ns of dry cargo each month to support U.S. tioned around the globe. About half of that going to Vietnam.

gure does not include the 13 to 16 million petroleum products delivered each month that our Nation's ground, sea and air forces d globally mobile, and that they continue to diately responsive to any threat to national

a point I would like to stress—a point al- ted—that the primary mission of MSTS is a mission, support of the Armed Forces. Na- wer and national security depend to a great transportation, the ability to move troops pment to any spot in the world, and to re- ose forces so that they can function effec- r a period of time.

Three Single Managers

the Department of Defense, three agencies arily involved in insuring maintenance of gistical lifeline. MSTS, the U.S. Navy's sea- and is one of the three. Operating as exec- ncy for the Secretary of the Navy, the DoD anager for sealift, we transport the military ich moves by sea.

riority cargo—including troops—is airlifted Military Airlift Command, the executive or the Secretary of the Air Force that is the gle manager for air transportation.

g the two is the Army's Military Traffic ment and Terminal Service, the single man-

ABOUT THE AUTHOR

Vice Admiral Lawson P. Ramage, USN, is a native of Monroe Bridge, Mass., and a graduate of the U.S. Naval Academy, Class of 1931. His selection to the grade of rear admiral was approved by the President in July, 1956. He was appointed to the grade of vice admiral in July 1963.

Vice Admiral Ramage served aboard the destroyers DICKERSON and LAWRENCE and the heavy cruiser LOUISVILLE as a junior officer before entering the submarine service. During World War II, while in command of the USS PARCHE, his submarine was engaged in violent surface action for a total of 46 minutes and retired victorious and unscathed, having sunk four enemy ships and severely damaged another.

For his conspicuous gallantry and intrepidity during this predawn attack by the PARCHE, the then Commander Ramage was awarded the Medal of Honor.

Subsequent service, prior to selection to flag rank, included tours of duty as personnel officer on the staff of Commander Submarines, Pacific Fleet; Office of Chief of Naval Operations (Guided Missiles); Commander Submarines, Atlantic Fleet (as readiness and new developments officer); Office of the Chief of Naval Operations (as special assistant to the CNO) and also commanding officer of the USS RANKIN.

In the rank of rear admiral he served as Director, Surface Type Warfare Division for the Chief of Naval Operations; Commander, Cruiser Division TWO; again in the Office of the Chief of Naval Operations (Fleet Operations and Readiness). While serving as Deputy Commander, Submarine Force, Atlantic Fleet, he was promoted to the rank of Vice Admiral. Previous duties in this grade include tours as Deputy Chief of Naval Operations (Fleet Operations and Readiness); Commander, FIRST Fleet, during which service he was awarded the Distinguished Service Medal; and Deputy Commander in Chief, Pacific Fleet.

He became Commander, Military Sea Transportation Service, headquartered in Washington, D.C., on March 31, 1967.

In addition to the Medal of Honor and Distinguished Service Medal, Admiral Ramage's decorations include, among others, the Navy Cross with Gold Star in lieu of a second award; the Silver and Bronze Stars; the Presidential Unit Citation (USS TROUT, with star (USS PARCHE); the Asiatic-Pacific Campaign Medal; and the World War II Victory Medal.

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The pier at Cam Ranh Bay is kept busy by the troop transports USNS WALKER and USNS ROBINSON unloading men and supplies. Both are MSTS ships. Transports brought two-thirds of the troops to the Republic of Vietnam during the build-up there. Cargo ships still provide more than 96 percent of the supplies the troops use, although MSTS does not carry troops to and from the United States.

ager agency responsible for all traffic within the Continental United States and for through-bill-of-lading traffic originating in the United States and destined for overseas shipment. MTMTS also is responsible for operation of common-user ocean terminals and Army oversea terminal units.

These agencies, and the people who provide the blood, sweat and an occasional tear to make them function, have worked as a team—interrelated, interdependent, and interacting so that U.S. security can be assured. Vietnam has been both test and proving ground for the single manager concept in the field of transportation.

On behalf of the men and women of MSTS, I would like to thank all members of the other single-manager commands. Their contributions, their cooperation and their dedication have helped us live up to our goal of Maintaining Security Through Sealift.

But, what does the future hold? Hopefully, the conflict in Vietnam is lessening in intensity and there is a possibility that a peace may be achieved. With a peace there would be a lessening of the demanding requirements placed on our military transportation systems.

Fifteen ships withdrawn from the National Defense Reserve Fleet to move ammunition to Vietnam already have been selected for scrapping as the need for ammunition in Southeast Asia has diminished. Another 15 have been nominated for return to the reserve fleet, to be a part of the 130 Victory ships we are obligated to retain in that fleet per agreement with the Maritime Administration.

In selecting for layup Victory ships no
erated by commercial firms for MSTS (
eral Agency Agreement contracts) we co
primary criteria. First is the future po
ship, second is cost of making it ready,
the estimated cost of breaking-out that sh
need to be activated "one more time."

Like some of us who hold upper-level
military management, these ships are g
They have served in three wars, as we
our reflexes grow slower and the pace o
ties is less demanding, ships become l
Like us, they were designed for a less dem
Unlike us, they can't change, and toda
necessary.

It is time to rebuild, to modernize, to
to revitalize the sea transportation ind
the military and civilian segments.

It is hardly a national secret that the
chant marine badly needs revitalizing.
hardly a military secret that the MSTS G
owned fleet is a World War II force op
space-age environment. Most of the ship
mand operates are older than MSTS itself
than 80 percent of them falling into th
year-old category.

Neither is it a political nor economic
the Soviet Union is building a modern me
rine, using that globe-girdling force as an
for implementation of its national and glo

Economically, the Soviet merchant fle

**Support for American forces in Vietnam
forms. One commodity Allied troops could no
is ammunition. MSTS ships such as the COR
TORY and other vessels from the Maritime
tion's Reserve Fleet transport well over a mill
ment tons of ammo to Southeast Asia each y**

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of carrying its goods for trade with other
-returning with goods or materials produced
countries. At the same time, the far-ranging
erchant fleet carries the flag of the USSR
ports of the world. While their presence may
the coverage given to our landing of man
noon, their influence is powerful and con-

Japan is not attempting to promote its po-
ls via development of a more powerful mer-
rine, the prosperous economic stature of a
ld War II Japan is based on the bedrock
n of world trade—a trade made possible
fective, efficient and modern merchant ma-

uestion we should ask ourselves—the ques-
dy being asked within the Administration, in
in the Department of Defense, is "where
from here?"
certainly we cannot afford to follow the
haracteristic of our existing merchant ma-
ships now carry less than six percent of our
trade—a frightening fact when one consid-
nly 11 of the 77 materials listed as strategic-
ssary *need not be imported*. Our security
that we import 66 of the 77 materials, and
ns relying on foreign ships with national
s the stake.

enthusiastic advocate of strengthening our
marine and the military fleet of MSTS, I
n often quoted by those in the maritime in-
sometimes misquoted. Because many inter-
involved, both MSTS roles and goals often
nderstood. They should be considered in
e.

ommand's most pressing need at the mo-
hat of modernization. Some time ago we
hat the sealift command needed 10 dry
s. Objective? To update the MSTS nucleus
eady force which serves as a base for war-
nsion. However, since appropriated fund-
not available to build government-owned
chose an alternative course of action.
e went to the military departments, our cus-
laving obtained from the Army, Navy, Air
Marines a picture of their current and
transportation requirements, we worked
architectural firms to develop a concept for
oriented cargo ship.
uggested concept was then publicized

s are difficult in any language. This Korean mplifies the motional agony of the many Korean o have had to say farewell to their soldier sons nds headed for Vietnam aboard the USNS

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A jeep bound from the Republic of Vietnam to Okinawa aboard the MSTS—chartered SS TRANSGLOBE illustrates the value of a roll-on/roll-off loading system. Trucks, tanks, jeeps and other vehicles are driven on and off these RO/RO ships—with someone having been impressed with the concept, if the message below the jeep windshield is an indication.

throughout the business world. From ship owners, operators, investors, anyone we could reach, we sought an expression of interest. The question: Would you be interested in building such a ship and chartering it to MSTS?

Stressing that the suggested concept was flexible, and that all suggestions from the industry were welcome, we also made certain that everyone knew that the 10 ships we sought were to be designed and used by MSTS to perform our military mission—DoD sealift support.

This was the same approach used earlier in an attempt to encourage building of nine tankers for charter to MSTS. To stimulate interest in this build-and-charter concept, we took another step. MSTS has recommended that legislative authority be granted for the command to charter ships for longer periods, 10 years rather than five. This program, and MSTS recommendations, were given approval by the Secretary of the Navy and DoD, with the proposed legislation to lengthen the charter period now on its way to Congress.

However, there has been some misunderstanding of the 10-ship program MSTS has sought to implement. Part of the misunderstanding stems from a tendency to tie the 10-ship MSTS modernization program to another long-term DoD program.

That DoD program seeks development of fast deployment logistical vessels. These ships would be loaded with equipment and/or troops and would be used to provide immediate response in event of a contingency operation. Like huge flo houses, with combat equipment stored tained aboard, they and the C-5 and C-1 of the Air Force were to provide the power" for our Armed Forces.

The FDL program encountered opposi Congress and within the maritime indust ingly Defense Secretary Clark Clifford a January 1968 that DoD would seek cargo vessels—similar in design to th sought to modernize the MSTS sealift fo

These two programs—one an immedi to modernize the MSTS fleet—and the o term program to develop the responsiv of DoD forces—have become one and many minds.

As the result of such misunderstanding, the maritime industry have expressed a that 30 such ships would move all cargo in merchant marine vessels. This is just

As MSTS commander, I can and h everyone interested that the Defense realizes the importance of the merchant performances of this industry under the bat has reinforced our conviction that curity demands a strong and viable merch We in MSTS will continue to do all tha support the development and the prospe industry, making all cargo available to it realizing that the merchant marine is a v of our national seapower and must be m an effective force.

In turn, I have asked the support of maritime industry, managers and union

Forklifts are employed to handle cargo a The cargo was moved ashore by landing cra draft cargo ships of MSTS.

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and union members, to support programs to modernize our shipping industry—in-MSTS.

Nation, I feel, stands at a crossroads insofar erchant marine is concerned. The Soviet merchant marine is increasing both in size ibility. So is that of Japan and other nations. ips are registered under foreign flags as a nce to the owners and operators. Net results, d earlier, is that less than six percent of U.S. moves in U.S. ships. In recent years, it has ssary to use foreign flag ships to move mili-p, including fuel and equipment destined for ur combat troops in Vietnam.

contacts with members of Congress I have pressed by the concern felt there for our s a maritime power. Many Senators and tatives are knowledgeable as to the state of the merchant marine industry and are sym-. However, many of their constituents are ware of the plight of the merchant marine, are equally unperceptive as to the impact dustry on their daily lives.

rned about the food they eat, the clothing ar, the price of their next automobile, they sensitive to the fact that many of the mate-tained in these everyday items arrive by ship S. factories which produce the finished prod-luded in that category is a substantial per-of the fuel for their automobiles.

does this lack of concern affect a merchant revitalization program? Those who are o represent us try to do just that. Attuned to s of constituents back home, they know that

ed guard watches discharge of compressed gas at port from an MSTS ship. MSTS ships and others by the command supply American forces world-

A trip to the moon truly begins with a voyage by sea as the USNS POINT BARROW transports Saturn V missile components from point of manufacture to Cape Kennedy. Quonset-like covering over deck protects the missile's various stages.

the American public is naturally concerned about inflation and the high prices it brings, sees a need for better housing and modern highways, is sympathetic to the problems of urban communities and those of education. The Government must respond to that concern, must itself be concerned with pressing public problems.

But, if this Nation is to once again become a strong maritime power, one fully capable of perpetuating and protecting its interests, Government and industry, labor and management, military and civilian must join to support a unified program directed toward that goal. It can be achieved only if the American public is aware of the problem, and its effect upon their day-to-day lives and future security.

This suggests that those of us who are involved should do all that we can to inform people as to the situation. It is a responsibility we share with all others in government, in the maritime industry, and in the Department of Defense.

Prior to his election, President Nixon noted the plight of the merchant marine and vowed a program to revitalize the industry. Stressing the need for this Nation to be a first-rate seapower with a naval fleet second to none, he suggested a modern maritime fleet which would be able to compete for and carry 30 percent of U.S. imports and exports.

It is anticipated that Mr. Nixon's maritime program will be announced later this year. What form it will take is not known. It is definite, however, that whatever he proposes is not going to satisfy everyone. No program could perform such a miracle.

But, in my opinion, the time has long since passed

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when we who are members of the maritime industry —or the Defense Department's transportation services—can allow ourselves the luxury of disagreement. There is no room at all for those concerned only with their special interests. National security—even national pride—are not secondary to personal or business interests which would slow or hamper a national maritime-renewal program, one aimed at improving U.S. strength and the well being of U.S. citizens.

This does not mean that personal interests are not or should not be involved. Investors have a right to expect a fair return on their investment of capital, commensurate with the risks they take. Management, owners, and operators should anticipate a reasonable return for their efforts. Similarly, labor has a right to expect adequate pay and decent working conditions. Shipbuilders should be able to realize a fair dividend from their investment and from the services they offer. Finally, Defense Department should be provided with the type of ships, and the number, necessary to carry out its military role.

Some have claimed that the development of global airlift makes sea transportation obsolete. General Howell M. Estes, Jr., recently retired commander of Military Airlift Command, commented on that point in an article published several years ago, 1967 issue of the MTMTS TRANSPO PROCEEDINGS.

"We sometimes hear," he said, "that U. shipping has suffered because of a con everything will move by air in the future tain that no one in MAC . . . or indeed person anywhere in Government . . . has that everything could move by air as a ma tine practice. Certainly there is a tremend of items that cannot be airlifted, and num which, even if they could, have no reas ness being in the air."

Writing in the February-March 196 TRANSPORTATION PROCEEDING retired MTMTS Commander Maj. Ge Lane made another important point conce portation of military cargo.

"The most significant advances in the of cargo are encompassed in the inter-mod movement concept. The keys to this conce tainerization and simplified documentatio

These comments touch on the real k provement of our defense transportatio Sea, air and ground systems must be fully so that military cargo moves effectively, and economically from the factory to the f producer to user.

To enable this type of flow, it is impe the MSTS fleet and the U.S. merchant modernized. The sea transportation link allowed to be a weak link in the logisti which supports our Armed Forces.

Documentation—means of managemen —has been steadily improved, much of th effectiveness being the result of MTMTS this field. Significant is the fact that a ne tional bill of lading has been developed an by many nations. It is now being field te rope by the international transportation i

Development of standardized containers be moved through an inter-modal syste encouraging. Within the maritime industr a spark which may ignite a sealift revolutio developments made in recent years in air tion. Container ships—fast and spacious— connect U.S. factories to U.S. military bas while other ships move military vehicles aboard and off ship under their own pow sult of these innovations is faster ship time—which improves the efficiency, e and economy of sealift operations.

Subsidies for new ships, and an Adr program which focuses on President N nounced goal of revitalizing this Nation'

During an operational exercise in the Pacific an Army Medical Corps jeep is backed aboard an MSTS landing craft in Okinawa.

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rcial cargo ship brings generators to the Republic
n for use during construction of Tuy Hoa Air

ourage the building and operation of more
ships. But, no subsidy can remove the pres-
oreign competition.

ense, this could be our greatest asset. There
magic solutions to our maritime problems.
needed is a revitalization of "Yankee inge-
he application of the qualities of creativity,
gical superiority, productivity, and dedication
ve made this Nation great.

is needed is the type of effort which enabled
ion to be first on the moon. We in MSTS
ome small part in that success. One of our
ships, the USNS POINT BARROW, regu-
ves components of the giant Saturn rockets
lifornia to Port Canaveral in Florida.

MSTS ships—the USNS VANGUARD,
RY, and REDSTONE—make up what we
eled MSTS' Moonship Fleet. Carrying NASA
tary technicians and scientists, they provide
ollection and communications capability so
nitoring stations on earth can maintain con-
our space pioneers.

MSTS ships—and we have about 45 in our
rojects fleet—regularly support DoD research
ns. Scientists aboard these ships make hydro-
oceanographic and acoustic studies of the
nd the life within them.

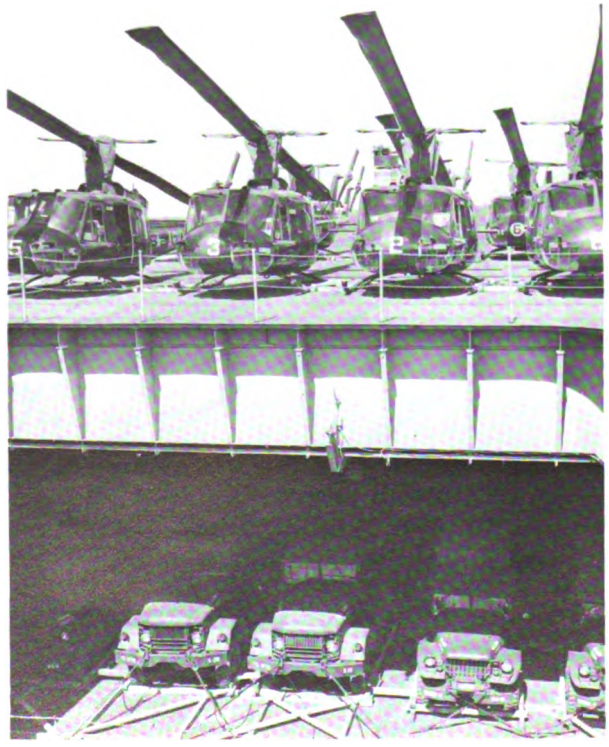
ntion our special project ships for two
First is that we in MSTS are proud of the
lishments of the men who man them. They
and recovered the sunken submersible,
. They located the missing submarines,
HER and SCORPION. They worked with
Piccard and the crew of the BEN FRANK-

LIN which drifted with the Gulf Stream to help unravel its mysteries. And they have supported many similar projects in the past 19 years.

Second reason is that MSTS involvement with 13 agencies which sponsor our special project ships is a working illustration of the type of effort and cooperation needed to revitalize the sea transportation capability of this Nation. If we can put men on the moon, support a war in Vietnam, deter agression in Korea and support the cause of freedom everywhere by example, and policy, we can work together toward a common and realistic goal, revitalization of our maritime power.

MSTS has moved 96 percent of the supplies and equipment necessary to sustain U.S. operations in Vietnam. With a tremendous assist from the U.S. merchant marine, we have consistently met our responsibilities there and around the world. But, there is no need to hide the inescapable fact that the maritime power of this nation has slipped, that the USSR has moved past us and among the world's merchant marine powers. There is no way to avoid the un-

Helicopters above, trucks below. With the USNS CARD'S forward elevator lowered, both the air and land-going equipment is visible. The CARD, an aircraft ferry cargo ship, can transport some 100 vehicles, including trucks as large as heavy semi-trailers.



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pleasant truth that the decline of our maritime power has had a direct and adverse affect on our overall seapower strength. Our inability to move as much as six percent of our own foreign trade in our own ships has most unpleasant implications for those who plan the actions we must take to support contingency operations. It is strong warning that we may someday have to rely on foreign shipping to support our military or foreign policies.

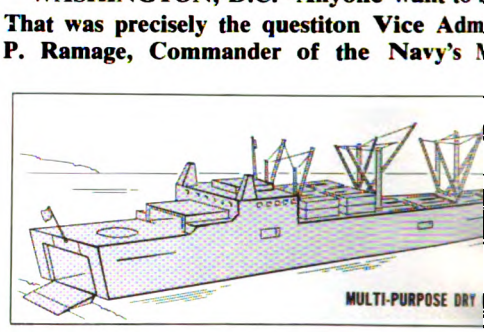
But, bemoaning the situation is not the answer. Far too much of this has been done in recent years. There is no longer time for delay. If we started today, it would take several years to reverse the trend and make the U.S. a strong maritime power once again.

We must start today. We cannot delay, hoping that an "instant solution" will be packaged by Congress and administered to the industry. The answer lies within ourselves. Hard work, imagination, and cooperation are the vital ingredients. The entire American public must be involved. But one segment of the public has a greater responsibility than all others, that being the hundreds of thousands of men and women who already work within the transportation industry. By example, through effective leadership, by increasing the efficiency of our own management and the productivity of our minds and hands, we can do the job that needs to be done. The security of our Nation—and the well being of its citizens—demand that we do so.

To augment its own fleet of Government ships, MSTS charters from commercial shipping companies. Here vehicles are unloaded from the SS DEL RIO, chartered from Delta Steamship Lines. Gantries deposit the trucks on a Saigon pier.

MULTI-PURPOSE SHIP SOU BY MSTS

WASHINGTON, D.C.—Anyone want to b That was precisely the questiton Vice Adm P. Ramage, Commander of the Navy's M



Transportation Service asked recently in commercial shipping companies and builde

MSTS had in mind a multipurpose dry which could handle both military and comm movements. MSTS hoped that such ships co by commercial interests and chartered to M placements for old ships now operated as MSTS controlled fleet.

In soliciting expressions of interest fro leaders, Admiral Ramage also asked that the suggestions they might have regarding types and proposed design.

The multi-purpose concept envisioned by ners calls for a ship 648 feet long with a b feet and a depth of 67 feet.

Other characteristics, as seen by MSTS, wo space for about 1,000 containers, 120,870 of roll-on/roll-off deck area, or slightly mo million cubic feet of dry cargo area. Displac a full load would be approximately 32,000 speed of 21 knots would be required.

Although MSTS planners do not envision tities of containers, rolling equipment or carried at the same time, incorporation which would allow movement of different ty tary cargo would insure that military require be met.

In seeking expressions of interest from th industry, Admiral Ramage pointed out that concept was based on a need to "meet speci objectives." He also said that the ship wou possess characteristics "not normally availab mercial shipping."

Anyone want to build a ship???

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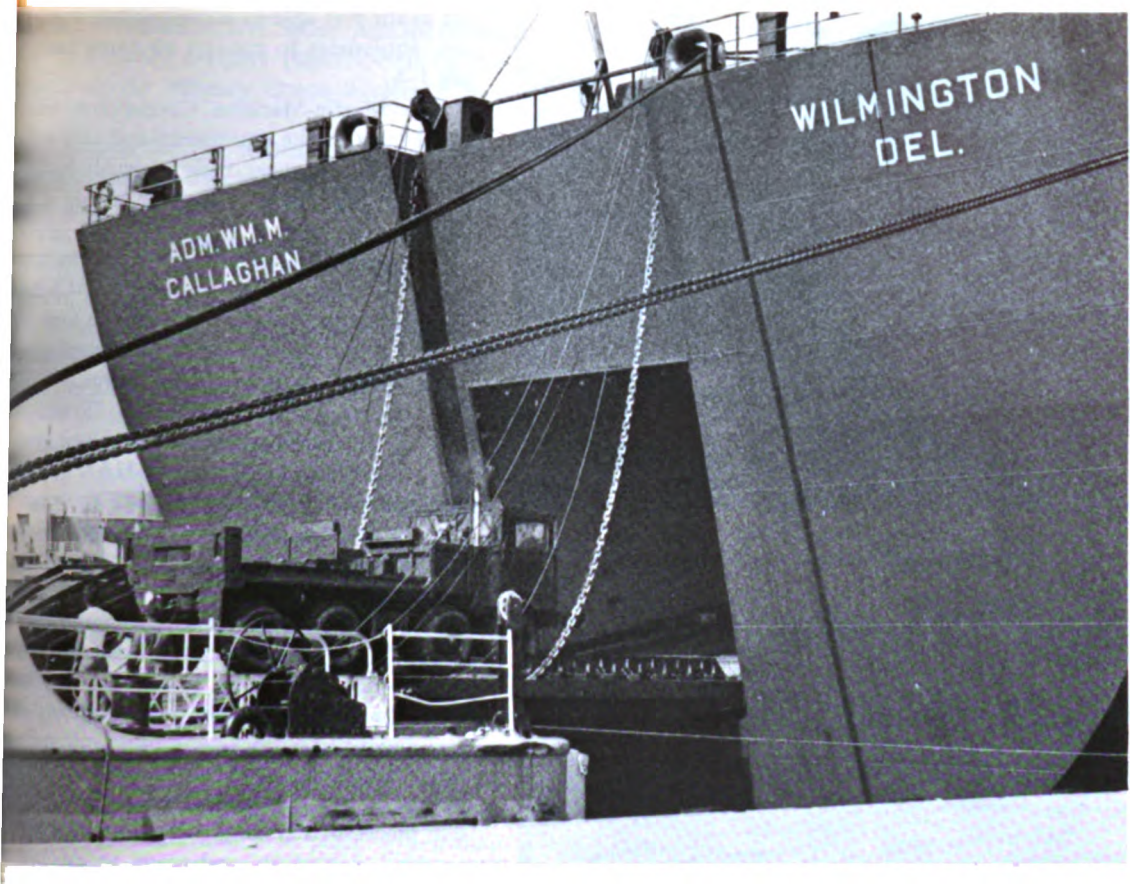

CAPE KENNEDY UNIT PLAYED KEY ROLE IN PROJECT SWAP

by

Frank Costa

e world kept its collective eyes on millions of screens around the world, tracing the Apollo trip back to the Good Earth, a Military Traf-ement and Terminal Service unit eight miles launch site at Cape Kennedy, Fla., was pre- another "first." Not as momentous as a walk on, but no less a "first" was the imminent Port Canaveral of the GTS CALLAGHAN—'s first gas turbine-powered roll-on/roll-off pick up the first load of Pershing 1-A missile in Project SWAP.

LLAGHAN bears the name of the distin-st commander of the Military Sea Transpor-ice, Vice Admiral William M. Callaghan. The affic Management and Terminal Service unit e CALLAGHAN's arrival was Eastern Area MTMTS's U.S. Army Cape Kennedy Outport (USA-CKO), and its task was to drive more than 200 pieces of mobile equipment aboard the roll-on/roll-off vessel at Port Canaveral—a first for both the CALLAGHAN and the drivers.

To accomplish an efficient operation, planning, coordination with Federal and industrial agencies, and training received thorough attention from all concerned.

The planning went back many months when Eastern Area MTMTS—charged with the responsibility of moving cargo and personnel of all the armed services in the eastern portion of the United States—was requested to coordinate the transportation aspects of Project SWAP for the U.S. Army Missile Command, Huntsville, Ala. The GTS CALLAGHAN, on charter to the Military Sea Transportation Service, was selected to make the

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MTMTS Representatives sign for equipment.

Ground support equipment awaits loading.

Pershing 1-A erector launchers in hold.

lift as she was able to accommodate in each new equipment to convert an entire battali ing 1-A.

The Martin-Marietta Corporation, whic tured most of the equipment and vans in th utilized an area near their assembly hangar Force missile range at Cape Kennedy as a area.

A team of trained drivers came from se posts to augment the regular USACKO t American supplied civilian labor to assist in down of equipment aboard the vessel.

At Headquarters of Eastern Area MTMT lyn, Colonel A. J. Silvestri, USA, Director o and his ship stowage experts, designed to-sca of each deck of the CALLAGHAN and the tioning of each piece of wheeled equipment sist. A detailed plan was then devised fo training of drivers at Cape Kennedy.

Since the CALLAGHAN was plying the tween Bayonne, N.J., and Bremerhaven, G regularly scheduled runs, and not in port l for on-the-job training of drivers and lash necessary to simulate the actual driving of and down ramps, jockeying them into positi ing them down for the sea voyage. This plished at the Kennedy Outport area where tive pieces of Pershing 1-A equipment were sembled, gassed up, and ready to go. In ty roadeo" fashion, the drivers, directed by neuvered between lines, avoided obstacles, vehicles into place with very little space be Under the critical eye of Colonel Patchen, assist from Arthur Hilliard and Captain W wards, Eastern Area MTMTS stowage expe tire operation was run through many times efficiency, speed and safety.

The lashing procedures were learned abo

Erector launchers depart Kennedy AF St

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National Aeronautics and Space Administration near the Kennedy Outport facility—with special shipped from the Military Ocean Terminal, Bay-

sroom sessions for the soldier-drivers conducted Outport by Colonel Patchen included a 20-minute film of the CALLAGHAN, covering the time it uilt to its first outloading at Philadelphia in 1967. eral days before the outloading of the Pershing quipment, all vehicles were driven from the Mis- enter to marshalling areas near the ship at Port eral. By that time, each soldier had been suffi- trained in all aspects of the outloading, either as er, guide or lasher. They were then set to work ected teams.

h the ship secured to the dock and ramps in place, s moved in convoy fashion to the marshalling to dock and up stern and side ramps simultane- From there, down interior ramps to lower decks. they arrived at their designated area, men as- to lashing guided the vehicles into place. At this ach vehicle was lashed to the deck with patented g gear.

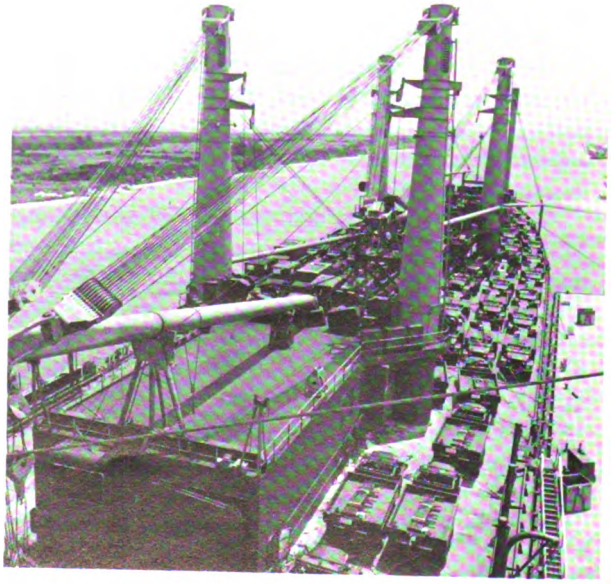
ver-lasher teams operated at four places on the one time: stern and bow of lower 'tween deck as upper 'tween deck. Working from the ends of sel toward the center, they allowed a passage way he last vehicles were driven in place. When they their vehicles, the drivers walked out of the ship up another truck in the marshalling area and ed the routine until all 207 were aboard. To ex- the movement of drivers, trucks were on hand to ort them to the far reaches of the marshalling

same procedure will be repeated over a period nths when the CALLAGHAN returns to Port Ca- l for two more loads of Project SWAP equip-

pment moves aboard the GTS CALLAGHAN.

Drivers practice maneuvering equipment.

Crews stand by for pre-loading briefing.



Pershing 1-A equipment aboard GTS CALLAGHAN.

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Our seapower includes more than the ships and the planes which make up the ready fleet and more than the combatant forces of the U.S. Navy."

The U. S. Merchant Marine: Vital Element of American Seapower

by

Captain A. H. Josselyn, USN

Commercial Contracting Officer

Military Sea Transportation Service

It is axiomatic that when you discuss performance of the U.S. Navy's sealift command—the Military Sea Transportation Service—you include the entire sea transportation industry, since MSTS, in its sealift support role for all Department of Defense organizations, depends on commercial shipping for the greater part of its capability.

All of which means that commercial contracting in MSTS is big business—the command having had a revenue of more than a billion dollars in the last fiscal year. The MSTS commercial contracting officer is responsible for procuring the commercial ships and services to help MSTS move the two million tons it sealifts each month to support U.S. troops around the world.

Two types of shipping are provided by U.S. flag ships. First source includes the United States shipping lines whose ships travel on scheduled routes. These ships carry less-than-shipload lots of cargo over their trade routes.

Second source of shipping capability for MSTS is that provided by United States flag carriers wh their ships to the sealift command. Often ref tramp ships, these are under MSTS operatio once a contract has been negotiated.

MSTS also negotiates with the sea transp dustry for specialized services, such as the shipping service provided by Sea-Land betwe and the Pacific area.

Sea-Land provides the ships and the com portation system needed to move military Southeast Asia for use in Vietnam operation are the tractors, chassis, containers—and m expertise.

Until 1965, common carrier ocean transpo secured primarily through shipping contracts with competing carriers. Freight rates were with ocean carriers associations and applied ticipating carriers. Cargo was allocated to t on each route in proportion to the number the carrier made each month. As competing

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to gain a greater share of the military freight
n the North Atlantic, a rate war developed.
restall a continuing conflict which no one could
luding the Government, Defense Department
that competitive procurement be used to obtain
nsportation. Since that time, rates have been
annually from individual carriers and ships
d on the basis of low cost to the Government
ctiveness of the transportation service provided.
MSTS seeks the service needed to fulfill mili-
quirements at the most advantageous price to the
ment—and the taxpayer.

trend which has provided just that—better service
st price—is expansion of containership service.
of containerships available to MSTS is about
stantially more than the dozen or so such ships
in the early 60s.

S military customers—Army, Navy and Air
have shown a decided preference for container
—reasons being the greater security containers
d the fact that they can be delivered right to the

ajor advance was made during 1966 with estab-
t of container systems in the Pacific to meet
requirements in Okinawa. This system was
d during 1967 to provide service to the Philip-
d Vietnam. With the entry of other container-
erators in the West Coast-Far East trade, and
suit of competitive procurement following an
request for proposals, the exclusive contract for
er service to Okinawa with Sea-Land was termi-
n July 1968. This service has been provided
ontainer agreements awarded berth line carriers
ll continue under similar agreements. Container
to the Philippines is included.

ABOUT THE AUTHOR

tain **Josselyn, Commercial Contracting Officer for** started **his military career as an enlisted man in the** e Corps **Reserve at Miami University, Oxford, Ohio,** 42. **After completing Officer Candidate School at** LeJeune, **N.C., in 1944, he transferred to the Navy** Candidate **Program. He was commissioned an en-** the **Supply Corps and after attending Aviation Sup-**ficer **School, was assigned to the Staff of the Com-**r, **Naval Air Force, Atlantic Fleet as an aviation** Officer.

served **in various Aviation Supply billets ashore and** aircraft **carriers, and in 1964 was named supply** for **the attack carrier, USS America. He reported** TS **as Commercial Contracting Officer in June, 1967,** responsible **for the solicitation,** negotiation **and** ge **of contracts with the commercial shipping indus-**counting **to $800-million annually.**

Due to the continued demand for sealift to Southeast Asia, MSTS was tasked to continue totally-integrated full-ship container service between U.S. West Coast ports and Vietnam. Accordingly, in January 1969 MSTS informed the industry of the type and frequency of service required, and solicited offers. In July 1969, a Contract for continuation of full ship container service to Vietnam was awarded to Sea-Land.

Another source of ocean transportation used by MSTS is that obtained through chartering tramp ships. The contract most frequently used by MSTS to obtain dry cargo and refrigerator ships is the time charter. MSTS pays the ship operator a per diem rate for the ship over a specified time period.

Rate for the charter is based on cost of operation and maintenance, plus a profit for the owner. Advantages to MSTS—and thus to the services—is that MSTS has full control of the ship and thus schedules it to best advantage.

Voyage charters, either for a single voyage or a number of voyages, are negotiated primarily to obtain the tankers necessary to move millions of gallons of fuel needed by the services. Deliveries literally are made worldwide.

The contracts provide for payments to the operator based on the amount of cargo carried, the route taken, ports at which the ship will call, and its loading and discharge points.

Freight rates in these contracts are usually expressed in terms of a specified amount per ton carried, or, in some instances, as a lump sum. Contracts for ocean tow of barges, floating cranes, and other assets are also usually on a lump sum basis. Special project ships, such as those involved in oceanographic research or cable laying are usually on a per diem rate negotiated between MSTS and the contractor.

Bareboat charters are used infrequently by MSTS. A bareboat operator is also paid a per diem charter hire rate. In the case of a bareboat charter, however, MSTS only leases the ship. Crewing, operation and maintenance costs are financed separately by MSTS.

As of mid-1969, MSTS had 237 ships under charter. They include dry cargo and refrigerator ships, bulk carriers carrying coal for U.S. forces in Europe, tankers and special project ships.

MSTS awards also include cost-plus contracts. A significant example is the contract between MSTS and Alaska Barge and Transport, Inc., to provide tow barge, terminal operations, maintenance and repair facilities, liberty boat operations, etcetera, in Vietnam. This contract, now in its fourth year, provides for reimbursement to AB&T of approved costs and payment of a fixed fee if company performance exceeds the quality required. Contractor performance is graded and grades

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are reviewed quarterly by an MSTS contractor evaluation group.

Procurement of ships by build-and-charter also follows competitive solicitation of the market. The successful offeror agrees to finance construction of the ship and MSTS negotiates a long-term charter. One ship obtained by the build-and-charter method is the gas turbine ship ADM. WM. M. CALLAGHAN, a roll-on/roll-off cargo ship operating between the East Coast of the United States and Northern Europe.

MSTS also recently obtained new tanker tonnage in this manner. The 38,000 deadweight-ton SPIRIT OF LIBERTY commenced service for MSTS in October 1968. MSTS has made additional agreements for charter of four 32,000 DWT tankers which are under construction. They will begin service for MSTS in mid-1970. Other build-and-charter programs still are in the planning stage.

In the procurement of ocean transportation services, MSTS goes directly to the market. In each instance requests for proposals are given widest possible distribution within the maritime industry. In this way the contracting office is assured of reaching all sources who have an interest in providing transportation, thus generating maximum competition prior to award of any contract.

MSTS also publicizes its requirements for ocean transportation services through the news media, maritime trade publications and Department of Commerce.

Rates, terms and conditions of the contracts are agreed to in negotiations with ship brokers, agents, and owners. In all cases, MSTS is guided by provisions of the Armed Services Procurement Regulations.

Charters for the use of commercial ships are administered by the Commercial Contracting Office unless the performance of such functions is specifically delegated to an MSTS subordinate command. Administration of ship charters by the commercial contracting officer includes such functions as:

1. Advising MSTS activities of the rates, terms and conditions of the charter, and details of the acceptance and redelivery of ships under charter.

2. Issuance of instructions to contractors on preparation and submission of invoices for charter hire and other payments that are for MSTS account.

3. Technical review and approval of invoices.

4. Monitoring of the contractors' performance under the contracts; reduction of charter hire payment when the ship is unable to perform.

5. Revision, amendment, extension and cancellation of contracts.

6. Handling of contractual claims.

Accurate and detailed information regarding all aspects of ship operations must be furnished the commercial contracting officer in order that a determ the validity of charges can be made.

The contracting office receives and revie covering in-port ship time, which show wh tered ship is unable to perform for MSTS reviews ship log books for periods the ship is diem charter payments are reduced when no ance is due to circumstances under control owner or operator. The repair of damage to M tered ships is arranged by the shipowners, or who must insure that their ships are capab forming as obligated by the charter agreeme

Although ship damage may result in clai the Government, MSTS is not responsible fo ing for repairs. Settlement of claims for rep damage is an element of contract administrati ing review of the circumstances, and determ the contracting officer as to the extent of an ment liability.

MSTS shipping and container agreements, shipping contracts still in effect, are admin MSTS area and subarea commands who book coordinate the details of cargo movement, proc and pay properly supported invoices for ser formed.

All of which illustrates the fact that sea cludes more than the ships and the crews wi up a ready fleet, more than the combatant for U.S. Navy. The crews and the ships of the chant marine are an important element of power and it's the job of the MSTS contract to insure they are available, at the right tim right place.

THE *Sealift* COMMA

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Military Sea Transportation Service Comptroller ...ible for financial management in MSTS. The ...sealift command operates under the Navy indus...nd and is by far, from a dollar standpoint, the ...industrially funded activity in the Navy.

The MSTS Comptroller's Objective: More Defense Sealift Per Dollar

by

Captain M. Godek, USN

MSTS Comptroller

...MSTS was first established, its operations were ...under the Navy Management Fund through ...s from annual appropriations of the Army, ...nd Air Force. This proved to be an inflexible and ...fiscal structure since the reporting procedures ...d by the management fund concept, based on ...appropriations, made billing, accounting and ...ng difficult.

...ly 1951, MSTS financial operations came under ...s Industrial Fund (INF), with a cash working ...f $100 million allocated by the Navy comptroller. ...tion, inventories of shore-side stocks taken over ...TS amounted to $22 million. However, after de...liabilities of annual leave, claims and the like, ...rking capital of the MSTS Industrial Fund ...ted to approximately $113 million.

...equently, with variations in annual business vol...MSTS has returned money to the parent NIF so ...cash advance to the MSTS Industrial Fund has ...duced to $31 million.

...r the NIF charter granted May 7, 1951, MSTS ...ingle "no-year" revolving fund which emphasizes ...st in its transactions. It is designed to: 1) pro...ore effective control of the cost of goods and ...produced, and a flexible method of financing, ...g, and accounting for these operations; 2) in...financial responsibility of customers purchasing ...services; 3) permit separate financing of MSTS ...ons and use of commercial budgeting and ac...methods; 4) permit a performance-type budget ...rging costs against projects which received ma...work, or services.

MSTS recovers cost of its operation from the customer services—Army, Navy, Air Force, sponsors of special project ships, and other Defense Department users. The customer requests ocean transportation, MSTS performs the sealift and finances this service through the MSTS Industrial Fund, then recovers costs by billing the customer.

Billings are based on a system of Defense Department approved tariffs. Rates are designed so that MSTS should neither realize a profit nor sustain a loss. Under this tariff billing system, costs and billings in any one month may not be in exact balance. However, when over a period of time such differences are significant, recommendations are submitted for a rate adjustment. Such recommendations are received by the Navy and the Department of Defense comptrollers and may be modified, approved or disapproved.

Under the industrial fund, MSTS may incur costs pursuant to its mission, such as, but not limited to, payment of:

1. Civilian payrolls;

2. Traveling expenses of both civilian and military personnel assigned to MSTS (excluding military PCS travel);

3. Materials, supplies, and provisions;

4. Services of various kinds;

5. Ship charter hire;

6. Maintenance, repair and alteration of ships;

7. Activation and inactivation of ships assigned, except those mobilized during a national emergency;

8. Repair parts;

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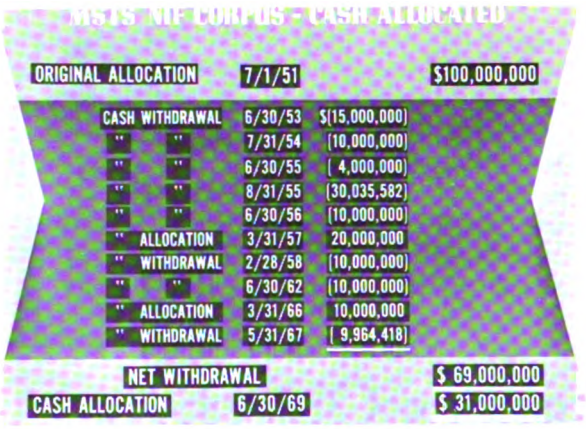

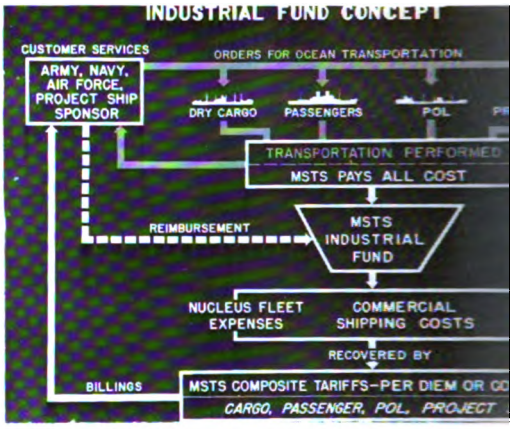

9. Ships equipage and replacements of furniture and equipment required ashore;

10. Certain damage claims;

11. Other normal operating expenses not specifically excluded.

Costs appearing in MSTS accounts and financial reports do not, however, constitute all the entire cost of MSTS sealifts. By Defense Department directive, certain costs are the responsibility of other units of the Navy or other Government agencies. A few items not reflected in MSTS costs are:

1. Pay and allowance of MSTS military personnel;

2. Vessel depreciation;

3. Interest on capital investment;

4. Use of U.S. Government-owned port facilities and services;

5. Disability compensation paid to civilians;

6. Legal services rendered by the Department of Justice;

7. Cost of new construction and conversion of ships;

8. Battle damage repairs;

9. Stevedoring;

10. Certain types of plant property such as office machinery or maintenance and repair shop equipment.

Other supplementary services and items not financed by MSTS are:

1. Use of Army and Navy communication facilities;

2. Use of harbor craft belonging to the Army and Navy;

3. Technical assistance furnished by Navy and the Maritime Administration;

4. Rental value of certain office and warehouse space;

5. Prorata share of costs of certain administrative services rendered by other agencies;

6. Military characteristics of ships, such as armament and amphibious gear.

The MSTS comptroller has a varied job in a worldwide organization which supports all Department of Defense organizations. Among responsibilities of the office are advising the MSTS commander on financial matters and exercising technical control over comptroller offices in MSTS subordinate commands.

The MSTS comptroller also defines comptr
cies within the command, provides and coo
command-wide management analysis progra
velops financial reports and anlyses on which
velops financial reports and analyses on which
decision making must be based.

The MSTS comptroller's office is responsib
ing the users of MSTS sealift or special pr
transportation—and for identifying items
which might dictate a change in financial ma
or policy.

The comptroller organization consists of
sions at the headquarters level and comptr
nizations in each of four MSTS area comma

The MSTS accounting system operates on
office-Branch office basis, with consolidated
statements published at the MSTS headquar
with general ledgers maintained in each area
and headquarters. The general ledger contai
counts normally found in any commercial-typ
system; *i.e.*, assets, liabilities, income, expense
ital accounts.

As in any organization, effective manag
quires a financial plan. In MSTS the financial

ABOUT THE AUTHOR

Captain Godek, a native of Rockville, Conn., missioned an ensign in January, 1942 and im began training at the Naval Torpedo School an the Packard Marine Engine School, prior to being to a PT boat squadron. He later served in su acting in various capacities in several submarines suming command of the USS BUGARA from 1952 to February 1953. He later was named co officer of the USS THOMAS E. NICKEL and f to 1963 was CO of the USS BETELGEUSE wh plied the Polaris submarines and tender at H Scotland.

After leaving the USS BETELGEUSE in Janu Captain Godek was assigned to the Office of the Naval Operations, where he was engaged in res velopment, test and evaluation programs. He re MSTS in August, 1966 as Comptroller. He is r for $1¼-billion volume of business.

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m of an annual MSTS operating budget published ly. However, for planning purposes MSTS pre- nd submits to Department of Defense a "plan- udget in September of each year for the fiscal ginning in July of next year. This budget is pon requirements received from the MSTS cus- —the Army, Navy, Marine Corps and Air Force. requirements are submitted to MSTS in July and ed upon the proposed budgets of the services. bmission of the appropriation budget to Con- January, revised requirements are submitted to in late January or February. On the basis of evised requirements, the MSTS comptroller re- an operating-force plan from MSTS operations. rce plan outlines the method by which the MSTS erators intend to accomplish the projected work- rom this operating-force plan the comptroller s the operating budget, which becomes the financial plan.

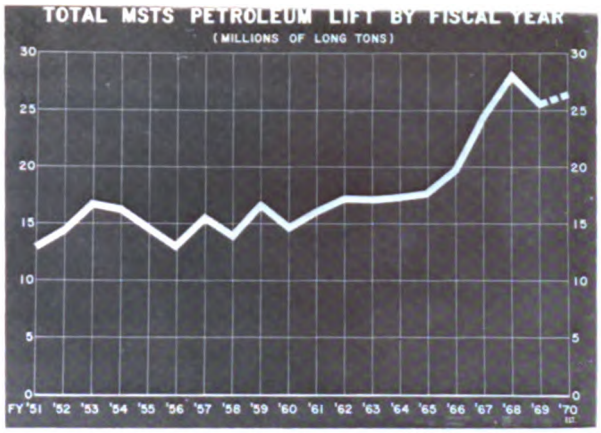
comptroller also maintains a statistical reporting used in analyzing workload data for forecasting trends in operations and for determining why l operations varied from the financial plan. Data ed by the MSTS comptroller reflects workload helpful to MSTS managers in all functions.

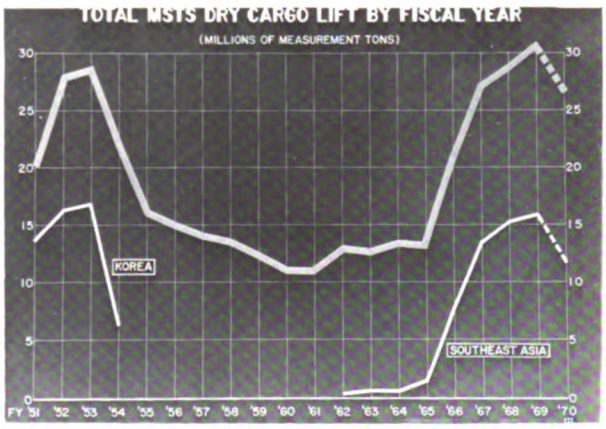
S business during Fiscal Year 1969 was the larg- MSTS history when measured by dollar volume ess, or when evaluated by measurement tons of fted. In the petroleum area, the volume of busi- s been steadily increasing since 1965 and now mately doubles long tons moved during the Ko- ar. MSTS's dollar revenue is approximately $1.3 annually.

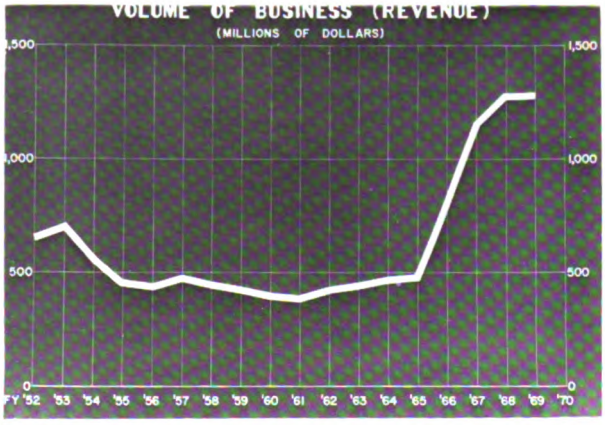
STS headquarters, as well as in the area com- MSTS maintains its own disbursing officer who responsibility not only for paying civilian em- but also commercial steamship companies. 65 percent of MSTS's total dollar volume of represents payments to the commercial steam- dustry. Coping with an increasing workload in ears, particularly that of handling payments to cial industry, presents the MSTS comptroller major problem.

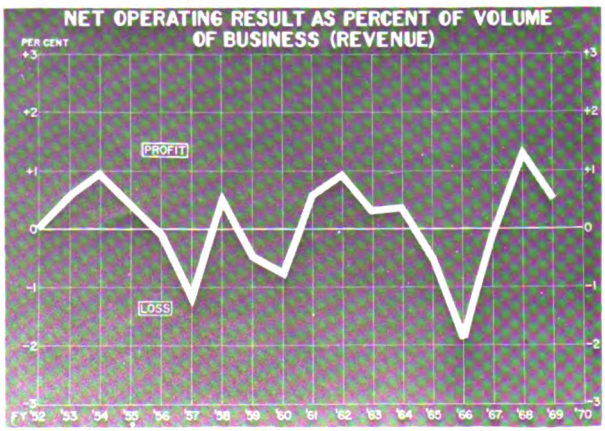
viewing actual accomplishments during the last s, MSTS has finished each fiscal year with less wo percent variance from a zero profit and loss our objective. In only three of those 17 years profit or loss deviate more than one percent.

business with the volume of MSTS, and where ns of the command are literally global, that type d is a statistical tribute to the efficiency of those rk within the MSTS comptroller function—and hom they serve. It's the type of activity which le it possible for MSTS to pay a dividend of ecurity Through Sealift from October 1949 to 1969.









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Newsreview

"EXCEPTIONAL SERVICE," HIGHEST DA AWARD, ACCORDED HOWARD PRATT

Howard Pratt, Director of Data Systems, Eastern Area Military Traffic Management and Terminal Service, has been accorded the "Decoration for Exceptional Service," the highest civilian award the Secretary of the Army can bestow.

The presentation of the decoration, first to be awarded within Military Traffic Management and Terminal Service, was made by Brig. Gen. E. B. Owen, Eastern Area Commander, in his Brooklyn headquarters.

The citation accompanying the award read, in part: "For exceptional civilian service during the period of February 1, 1965 through October 1, 1968. In his key role Mr. Pratt demonstrated outstanding leadership and executive ability in the areas of computer applications and automatic data processing and the Army Cost Reduction Program. His extensive professional knowledge and experience, keen perception, and initiative enabled him to make significant contributions to development of improved methods and procedures which materially furthered the successful accomplishment of Army missions."

Mr. Pratt has been twice the recipient of the Department of the Army Meritorious Civilian Award (January, 1950 and June, 1957). He received Sustained Superior Performance Awards in 1960, and again in 1961, and the Department of the Army Certificate of Achievement. In 1966, he was ac "Man of the Year" Federal Business Associat for Outstanding Federal Service; Mayor Joh presented the plaque.

★ ★ ★

Braniff International inaugurated recently non-stop and direct jet flights from the Sou Southeast to Hawaii. Atlanta and Dallas/F will serve as new gateways to Hawaii for a of the mainland as Braniff implements new ro it was awarded in the Civil Aeronautics Board decided Transpacific case. As of October 1, complete initial Hawaiian schedules are in e niff will be providing twice-daily non-stop se Dallas/Fort Worth, daily non-stop service fro non-stop service three times a week from Ho twice-daily connecting service via Dallas/Fo daily one-stop service from New Orleans daily through-plane service from Miami/Fo dale.

★ ★ ★

Only 45,000 of the 225,000 public highw grade crossings in the United States have pro vices that warn motorists of the approach while the other 80 percent have just signs to location of a crossing. Less than 1 percent of th crossings without special warning devices are or eliminated annually, indicating a new Fe tegy is needed if the casualty toll, on the rise is to be reduced.

★ ★ ★

Competition, which has given America flavored toothpaste and drive-in mortuaries duced in Los Angeles two virtually identica ports. Both are located in San Pedro Bay, same breakwater. Shippers can get essentially service from either. The U.S. Customs Bur them together in its statistical reports. But o a convoluted boundary line twists down the the harbor, dividing it into the Port of Los A the Port of Long Beach. The result is two cor bor administrations, two sets of trade deve hustling customers from the same seven-state gion, and two multimillion dollar sets of shi The two ports are hotly competitive, striving tonnage and revenues with large, modern wha to-date cargo handling equipment. The resul bor system that some shippers rate as the mo in the nation.

★ ★ ★

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k Coast ports handled more than 12 million ment tons of military cargo during the fiscal ded June 30. This volume was larger than any ble period since the peak World War II year . The record cargo lift was announced by Briga- eral Darrie H. Richards, Western Area Com- of the Military Traffic Management and Ter- ervice at Oakland Army Base.

★ ★ ★

ngers arriving at Los Angeles International Air- noticing the first long span pre-stressed con- mountable parking structure of its type. This greatly in reducing the perennial parking prob- too familiar to travelers or visitors to the air- e parking structure is post-tensioned together ree directions to withstand any possible earth- orces. With this new type of structure, two ele- arking levels accommodate 271 cars each, ef- tripling the lot's capacity.

★ ★ ★

irst civil penalties for violation of Federal mo- icle safety standards are being sought by the ent of Transportation's Federal Highway Ad- tion. Administrator F. C. Turner announced will ask the Department of Justice to sue an ile manufacturer and two tire manufacturers er civil penalties for producing vehicles and tires not conform to Federal safety standards.

Gen. Jack J. Catton, commander of Military Airlift Command, announced four general officer reassignments on the MAC staff, effective in early September. Maj. Gen. Courtney L. Faught, currently Deputy Chief of Staff for Operations, became Chief of Staff; Maj. Gen. William V. McBride, former Deputy Chief of Staff for Materiel, became DCS/Operations; Brig. Gen. Donald A. Gaylord, former Chief of Staff, became Deputy Chief of Staff for Plans, and Brig. Gen. Arthur W. Cruikshank, Jr. assumed duties as DCS/Materiel.

★ ★ ★

Proposed reorganization of the Interstate Commerce Commission has sparked considerable interest in the transportation world. The White House has sent to Congress a reorganization plan which provides for appointment by the President of a permanent Chairman of the Commission, vested by law with administrative powers.

★ ★ ★

A demand four times the current use of the Panama Canal is forecasted by the year 2000 for a new Atlantic-Pacific sea level canal across the Central American Isthmus, a proposed project which has been under study by the Federal government since 1965. The forecast is contained in a report titled *Isthmian Canal Demand Forecast* which was released recently by Secretary of Transportation John A. Volpe.

UP, UP, AND AWAY, ETCETERA

rn Wants Everything to

hrasing the airline slogan, Area, Military Traffic nent and Terminal Serv- MTMTS) has taken to endly skies" in using the r to transship military onsisting of — what else? ters!

a covey, a flock, a whirl, (you name it) of 13 CH jave helicopters, destined bilitation in the United as due to arrive as retro- rgo from Bremerhaven, , the EAMTMTS Direc- of Freight Traffic and s were ready to coordinate vement from Davisville, their ultimate consignee, d Transportation Aircraft hop at Trumbull Airport, Conn.

Ordinarily, cargo would be shipped from the SeaBee piers at Davisville by rail or truck, but because of the size of the aircraft involved (each 55-feet long, 26-feet wide and 17-feet high) another means had to be devised. In coordination with U.S. Army Aviation Command and Continental Army Command, EAMTMTS helped "make the going great" by ordering a Sikorsky CH-54 Flying Crane helicopter, a barge and a tug to participate in the unusual transfer.

When the S.S. Merrimac discharged seven Mojaves at Davisville, the engines were removed and shipped separately by personnel of the 162nd Transportation Aircraft Repair Shop. The copters were then loaded onto the barge and towed through Long Island Sound to an offshore area near the airfield at Groton, due to the inaccessibility of a discharge berth closer to the field. The Flying Crane was called in to lift the planes off the barge individually and deposit them about a mile away at the repair facility. The next several shipments of helicopters were to be made in the same manner.

All are scheduled for ultimate use by the Army National Guard.

According to Capt. James L. Giarrusso, USA, Terminal Operations Branch, who represented the EAMTMTS Directorate of Terminals at the scene, this is the first time the Flying Crane has been used for an actual cargo transfer in the United States, although it has been used in offshore cargo transfer tests, and in Vietnam to move equipment and lift disabled aircraft.

Is this any way to serve the Armed Forces? You bet it is!

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No cash games and no trading stamps—just service to the Army, Navy, Air Force and Marine Corps.

The MSTS Tanker Fleet Has A Global Mission

by

Captain C. C. Dusek, USN

Director, Tanker Division

Military Sea Transportation Service

Try to imagine pulling into a service station and telling the man at the gas pump to "fill 'er up—with eight and a half billion gallons.

That's the amount of fuel delivered by Military Sea Transportation Service in the past fiscal year to fill up the Army, Navy and Air Force trucks, tanks, jeeps, ambulances, vans, buses, generators and other powered vehicles and equipment.

"Fill 'er up" was what the Air Force maintenance men asked for when they serviced their aircraft. What Navy ship's captains sought when their seagoing power source was low. What Army vehicle drivers looked for when they returned to the motor pool.

"Fill 'er up" was what Military Sea Transportation Service did as its ships delivered from 13 to 16 million barrels of petroleum products each month throughout the world in Fiscal Year 1969 (a barrel equals 42 gallons.) Altogether, MSTS transported 8.5 billion gallons.

MSTS tankers, including commercial ships under MSTS charter, also supported U.S. Forces in Vietnam, plus troops operating in locations ranging from Greenland to the Antarctica from the Mediterranean to Southeast Asia.

It was the second biggest "delivery year" history, largest having been FY '68 when 9 gallons were sealifted to support DoD forces.

More than 54 percent of FY '69 deliveri fuel for the fighters, bombers, reconnaissance port aircraft operated by the three services.

Black oil for Navy ships was second, 28 the total volume carried. Ten percent of the M lift was diesel oil, a favorite "beverage" for ta and construction equipment.

Where did it come from? Largest portion cent—was lifted from Arabian Gulf ports o nura and Bahrain and was destined for South Far East bases and bases in the Pacific area.

Twenty-six percent of the total amount ca moved from U.S. ports in the Gulf of Me wound up in tanks at east and west coast po United States, in the Far East, Europe or t Carribean ports loaded petroleum products w sealifted by MSTS to using units in both the and Pacific areas. California, Puget Sound a delphia refineries provided 12 percent of MST for worldwide delivery. The remaining 19 p the 8.5 billion gallons of petroleum consisted

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lts such as from Japan to Korea and Vietnam; the Mediterranean, from Naples and Augusta ley and Libya.

ce 1964, the bulk of petroleum lift has been in of activities in Southeast Asia. During the past pproximately 80 percent of MSTS tanker re- ents were for lifts to Vietnam, Thailand, Japan, ppines and Pacific islands.

S tankers delivered approximately 28 million of petroleum directly to Vietnam and Thailand, 40 percent of the total requirement. The re- is supplied by three major oil companies who the product, the ships, storage at their own ls and in-country distribution to military bases.

ddition to delivering petroleum to Vietnam, five tankers are assigned to in-country operations. S with approximately 200,000 barrel capacity, s floating storage at Da Nang. The ship receives four grades of petroleum products from incom- kers and discharges to shore facilities and coastal tankers. One T-2, of 130,000 barrel capacity, ns similar services at Cam Rahn Bay and also s petroleum to Vung Ro, Qui Nhon, and Na Three T-1s, 30,000 barrel ships, are in shuttle : One sails from Cam Rahn Bay to Phan Rang, e other two are based at Da Nang, shuttling to ear the Demilitarized Zone.

July 1, 1969, the MSTS tanker fleet consisted of ps with a total deadweight tonnage of nearly two million. They represented the carrying capacity of 131 T-2 tankers. They ranged in size from 4,000 tons to 69,000 ton ships with a capacity of 30,000 to 54,000 barrels.

The small T-1s deliver jet fuels and gasoline to shallow water ports in Vietnam, Korea and mid-Pacific islands. The bigger ships deliver Navy special fuel oil to Navy bases such as Subic Bay, Guam, and Pearl Harbor. MSTS has, on a few occasions, chartered the largest U.S. flag tanker MANHATTAN, 110,000 tons, for single voyages when sufficient military storage capacity ashore was available. All Defense petroleum consists of refined product. Since no crude oil is transported MSTS could not use 200,000 and 300,000-ton monster tankers even if they were available under U.S. flag.

Large tankers can provide the most economical transportation provided the ports have sufficient depth of water, storage capacity and consumption. Of the 100 military petroleum terminals throughout the world, less than 10 percent meet these requirements. There is a definite need to improve terminals and increase storage tankage at bases with high petroleum consumption rates, thus lowering delivery costs.

The fleet on July 1, consisted of the following categories:

No.	Category	Dead weight tons (in thousands)	T-2 equivalent
6	USNS (Civil Service manned)	24	1
21	USNS (contract operated)	386	25
47	Longterm charter	1,496	102
2	Single voyage charter	45	3
76	TOTAL	1,951	131

The first category comprises six government-owned small T-1 tankers of 30,000 barrel capacity used for shuttle service in the Far East. Next are the 21 government-owned ships operated by two commercial tanker companies under cost-plus-award-fee contracts, sixteen are 24-year-old World War II tankers of T-2 type. The 47 long-term charters range in size from 16,000 to 69,000 tons. The charters vary from one to five years. The two single voyage charters lifted two specific cargoes. The 49 chartered tankers represent almost one-quarter of the entire U.S. flag privately-owned tanker fleet.

Petroleum deliveries are made to the Arctic and Antarctic during their "summer" months. From July to September, Air Force bases at Goose Bay, Labrador; Sonderstom, and Thule, Greenland, are resupplied. This

ABOUT THE AUTHOR

ptain Dusek, a native of Mt. Vernon, Iowa, began his career as an ensign in July, 1943. After a tour of aboard the destroyer escort USS RICHARD E. D. he transferred to the Submarine Chaser Training r. Miami, Fla., where he served more than three in subchasers as executive officer and commanding r. Other tours of duty include service aboard the bat- USS MISSOURI, executive officer of the USS LEY, CO of the USS TERREBONNE PARISH and CO of the USS KEPPLER.

commander of the KEPPLER he received a com- ation for outstanding performance of duty in connec- ith Cuban operations. He headed the Navy Training on and was headquarters liaison officer of the Military ance Group in Vietnam from January, 1958 to March, He was commandng officer of the ammunition ship, PICTOR from February, 1966 through April 1967. ported to MSTS as Director, Tanker Division in 1967. Tankers under his direction last year lifted million long tons of petroleum products throughout orld for the Armed Forces.

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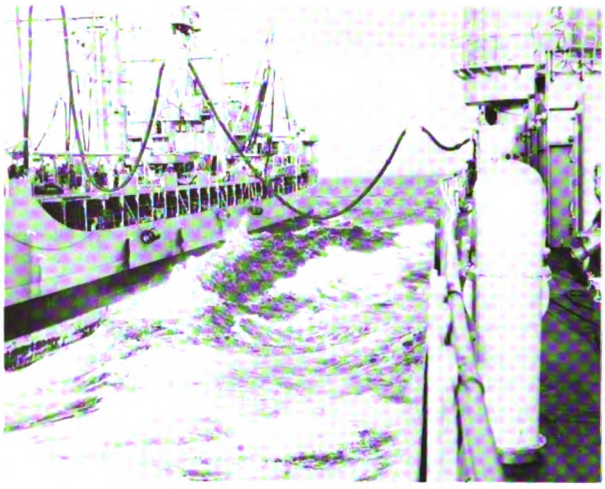

The oiler USS HASSAYAMPA refuels the MSTS ship POINT BARROW at sea.

year approximately two million barrels were delivered by 18 tanker voyages. Deliveries must be accomplished as rapidly as possible during the short ice-free season the ports are open.

The resupply of Antarctica is a much smaller operation. For the past 11 years since 1958, the USNS ALATNA has been assigned to operation Deep Freeze from December through March. In recent years the tanker made four voyages to McMurdo, one from Pearl Harbor and three from Port Lyttleton, New Zealand to complete the supply. A New Zealand Navy tanker of 16,000 barrel capacity also made one or two deliveries. Next season, however, the resupply will be accomplished by a single voyage of the T-5 tanker USNS MAUMEE presently being ice strengthened. She will be the largest tanker to discharge at McMurdo.

During the past 12 years, MSTS has developed equipment and techniques which enable commercial tankers to transfer their cargoes to fleet ships equipped with refueling rigs while underway.

It involves a relatively inexpensive installation of two "A" frames and manifolds on each side of the tanker plus necessary valves and piping. The installation enables a small tanker deck crew to handle the refueling rigs and hoses and transfer fuel to the fleet ship.

All Government-owned and long-term chartered ships in the MSTS-controlled tanker fleet are equipped with this gear. More than a hundred underway transfers have been accomplished.

The system was used during the Cuban crisis and during the early days of Vietnam. Receiving petroleum from the MSTS tankers permitted Navy oilers to remain on station for longer periods of time.

Bulk petroleum lift requirements are su
MSTS by Defense Fuel Supply Center who
located at Cameron Station, Virginia. The S
ter is responsible for the purchase of all petr
for coordination of bulk distribution. Petrol
from bases, air fields and stations in the Ur
are given to the inventory control point of
Petroleum Center, Navy Fuel Supply Office
Force Aerospace Fuels Petroleum Supply Of
seas requirements flow to local subarea petr
fices which collect all requirements and for
to the joint petroleum office, which in tu
requirements to the Defense Fuel Supply C
worldwide requirements are then combined
mitted to MSTS as monthly tanker cargoes.

The MSTS tanker fleet is controlled and sch
the Tanker Division at MSTS headquarters
ington. Operational orders for all tankers ex
assigned to one area of operation, such as ta
porarily assigned to Vietnam storage and shut
are issued by this office. The entire Tanke
consists of four Navy officers and 11 civilian
job they do is big, as big as the world and as
the places where U.S. forces operate within t

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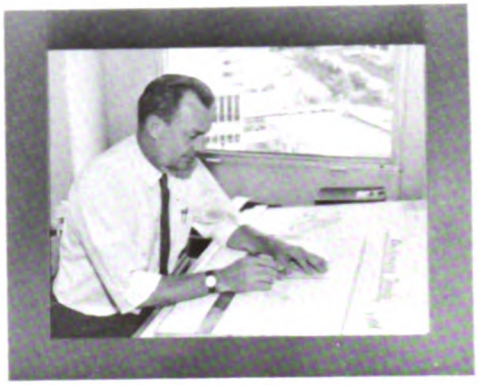
OPERATION Handi-Vet IS A VOLUNTEER SOCIAL ACTION PROGRAM OF THE NATIONAL DEFENSE TRANSPORTATION ASSOCIATION AIMED AT TRAINING AND HELPING PHYSICALLY HANDICAPPED VIETNAM ERA VETERANS FIND JOBS IN THE TRANSPORTATION AND TRAFFIC INDUSTRY.

MG CLARENCE J. LANG, MTMTS COMMANDER AND NDTA NATIONAL VP RECEIVES COPY OF Handi-Vet GUIDANCE MANUAL FROM ROLAND GUYOTTE, HIS EXEC ASSISTANT WHO IS CHAIRMAN OF THE NDTA HANDI-VET SPECIAL COMMITTEE.



JOE BACHMURSKI, MTMTS GRAPHIC DESIGNER-ILLUSTRATOR WHO COINED THE PROGRAM ACRONYM - OPERATION Handi-Vet

CATHY STOUGH, MTMTS SECRETARY WHO FUNCTIONS AS ADMINISTRATIVE ASSISTANT TO THE Handi-Vet SPECIAL COMMITTEE

MARJORIE MAYS, MTMTS TRAINING & DEVELOPMENT OFFICER WHO IS COORDINATING MTMTS SUPPORT OF Handi-Vet

HELP THE HANDICAPPED VETERAN, HELP TRANSPORTATION

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INNOVATION IN TRANSPORTATION . . .

A name for the program came easily. It was neit an acronym nor an abbreviation. The program sim involved the exchange of new equipment for old. they called it Project SWAP. The story begins on pa eleven of this issue of TRANSPORTATION PROCEEDIN

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NOVEMBER 1969

Transportation Proceedings

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ORMAL EDUCATION: KEY TO PROFESSIONALISM IN MILITARY TRAFFIC MANAGEMENT

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November 1969

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Transportation Proceedings

The Official Magazine of
MILITARY TRAFFIC MANAGEMENT AND TERMINAL SERVICE

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FEATURES

FORMAL EDUCATION: KEY TO PROFESSIONALISM IN MILITARY TRAFFIC MANAGEMENT
James J. Broz .....

ROTC CELEBRATES 150 YEARS
Lieutenant John D. Murphy, USA .....

EDUCATION FOR THE MILITARY LOGISTICS MANAGER
Juliette D. Pearce .....

TRAFFIC MANAGEMENT FOR INDIVIDUALS
Colonel William E. Burton, USA .....

DEPARTMENTS

Newsreview .....

Out of the Past .....

★ ★ ★

ON THE COVER: Instrument panel of training plane is examine cadet participating in the ROTC flight instruction program off lected ROTC students. Students receive 35 hours of ground inst 36 hours of instruction in flight.

★ ★ ★

TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic and Terminal Service (MTMTS), a single-manager transportation agency under of the Army. Its purpose is to provide timely and authoritative information plans, operations and technical developments in the Defense Transportation are encouraged to submit articles, featurettes, photographs and art work. pressed by contributors do not necessarily reflect the official viewpoint of the of the Army or MTMTS. Address contributions and correspondence to: Editor, T TION PROCEEDINGS, MTMTS, Washington, D.C. 20315. Army distribution requirements submitted on DA Form 12—4 to U.S. Army AG Publications Eastern Boulevard, Baltimore, Md. 21220. Individual subscriptions: $3.50 domestic or APO addresses, $4.25 to foreign addresses through the Super Documents, Government Printing Office, Washington, D.C. 20402. Single copy
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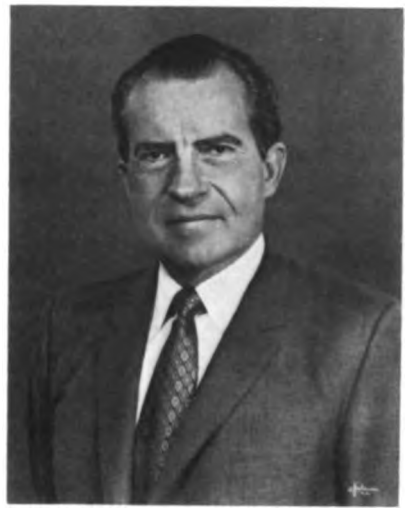

A PROCLAMATION

om Valley Forge to Vietnam, American servicemen have responded to their nation's call
.
at call has often led to loneliness, hardship, danger—and, for some, death. In response
call, American servicemen have acted with unsurpassed valor and devotion and have
strated to enemies of freedom all over the world that free men and women will defend the
les of a free society.
ter each war or conflict, these dedicated Americans who performed so valiantly as service-
ve returned to build a stronger country. Today there are approximately 27 million
an veterans. Their contribution to our nation, in war and peace, has been invaluable.
acknowledge the respect and admiration we have for our veterans, the Congress has
ted November 11 to be a legal holiday and to be known as Veterans Day, and has dedicated
e cause of world peace (Act of May 13, 1938, 52 Stat. 351, as amended (5 U.S.C. 6103)).
w, Therefore, I, Richard Nixon, President of the United States of America, urge the
f this nation to join in commemorating Tuesday, November 11, 1969, as Veterans Day
itable observances.
irect the appropriate officials of the government to arrange for the display of the flag of
ted States on all public buildings on that day; and I request the officials of Federal, State,
l governments, and civic and patriotic organizations, to give their enthusiastic leadership
port to appropriate public ceremonies throughout the nation.
rge all Citizens of every age to participate in these observances in honor of those men
e preserved our Union and our freedom. I ask that special prayers for peace be offered
men still involved in defending the inalienable right of liberty; and for those whose
we honor with a star of gold, let us pause in silent tribute on this Veterans Day, praying
y did not die in vain and that their sacrifices will bring us peace.
Witness Whereof, I have hereunto set my hand this 24th day of September, in the year of
l nineteen hundred sixty-nine, and of the Independence of the United States of America
undred ninety-fourth.

RICHARD NIXON

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Formal Education: Key to Professionali In Military Traffic Management

by

James J. Broz

Deputy Director, Freight Traffic, Western Area
Military Traffic Management and Terminal Service

Can you imagine the man on the moon without the use of a computer to put him there? Can you imagine a heart transplant operation by anyone who never studied medicine, anatomy or surgery? If you can imagine that any organization operates without management and qualified people, then you are ready to believe that military traffic management of the future can be successful without any special or technical education whatever.

Of course, there is an exception. Exper be substituted for education if you ar enough to accept the years of experien takes from five to ten times as long as to learn the skills. We have self-made self-made doctors, but few self-made as self-made bridge builders, self-made p While there are some self-made traffic and heads of business and government ins

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man's education does not stop when aves high school or college. If we e that, we are out of step with the . A man who stops learning, stops ng. He will be shunted onto the side of life to make way for people who ming up the line, striving onward better way to do things."

definitely in the minority. Self-made phi- like Eric Hoffer are rare indeed in to- ciety. If we have to depend on self-made anagers, then logistics will be in deep

ns of dollars will be spent on transporta- the future. The momentous decisions on spend this money will not be left to the o "came up the hard way" when there are ions of learning open and available to every- o will take the time and trouble to find them e them. A man's education does not stop e leaves high school or college. If we believe e are out of tune with the times. A man ps learning, stops growing. A man who rowing will soon be shunted on the side of life to make way for people who are com- the line, striving onward for a better way hings. This does not mean a man must keep d in books all through his life. However, llege professors take a sabbatical leave every ars to reappraise their personal outlook on bjects. They return to the academic com- refreshed with a new outlook.

should we look at the present state of lge and education in military traffic man- t and transportation? Let us appraise what e in educational resources today and where going. Colleges and universities have all minated educational curricula in transpor- or traffic management on the ground that e "trade school subjects" and therefore un- of college level consideration. Others refer subjects as "nuts and bolts courses" which taken in the adult evening courses given in hools. This is the language of those who are e of even the fundamentals of good traffic ment.

e managers and transportation executives in ment and private industry are charged with enditure of millions of dollars for trans- n of raw materials and finished products country and abroad. They are expected to their functions with a high degree of tech-

ABOUT THE AUTHOR

James J. Broz was born in St. Louis, Mo., and attended primary and secondary schools there prior to enlisting in the Army Tank Corps in July 1918. He served with the Army's air service for one year and with the field artillery for a year prior to attending Stanford University where he took courses in transportation for two years. During the next 12 years, while employed as a freight rate and commerce clerk for the Southern Pacific Co., he studied law and was graduated from the University of San Franscisco in 1930 and admitted to practice in California in 1931. He was admitted to practice before the U.S. Supreme Court in 1937, and has been a practitioner before the Interstate Commerce Commission since 1931.

Mr. Broz was employed as general counsel by Valley Motor Lines in 1935, served as assistant rate expert and hearing examiner for the California Public Utilities Commission for three years prior to World War II, and was appointed traffic manager for Basic Magnesium Inc., Las Vegas, Nev., in 1942. He practiced law in Los Angeles from 1945 to 1951.

In August 1951 he joined the Army Transportation Corps in Washington, D.C., as Assistant Chief, Freight Traffic Division. He moved to the U.S. Air Force's Air Materiel Command in 1953 and supervised the creation of the Air Force district traffic offices. In 1957 he was appointed Executive Officer, Western Traffic Region, Military Traffic Management Agency, at Oakland, Calif. He has served continuously in that capacity, through changes to Defense Traffic Management Service and Military Traffic Management and Terminal Service, and is now Deputy Director, Freight Traffic, Western Area MTMTS.

Mr. Broz is a member of numerous transportation organizations and serves on a number of boards and committees including Board of Examiners, American Society of Traffic and Transportation; Member, National Board of Directors AST&S; Chairman, National Education Committee, ICC Practitioners Assn.; and has been active in creation of chapters of Delta Nu Alpha transportation fraternity in Washington, D.C., Dayton, Ohio, and San Bernardino, Oakland and San Francisco, Calif.

In his off-duty hours Mr. Broz is the director of Traffic Program, Golden Gate College, San Francisco, which conducts courses for traffic managers in rates, tariffs and physical distribution management.

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nical proficiency. This proficiency can, to a great extent, be acquired by technical education and professional training. Now we come to the kernel of the nut. Where can this expertise be achieved? What kind of education are we talking about?

The ABC's of traffic management education start with a knowledge of the freight classifications, rules and regulations of the carriers in transporting shippers' freight traffic, and the laws relating to regulation of transportation of interstate and foreign commerce. Such simple basics as a knowledge of transportation geography, and the nature and extent of dedicated services of the common carriers and where and how they operate are essential fundamentals at the outset. The carriers' freight rates and their pricing systems, their methods of handling shipments, transit times, schedules of service, types of equipment available, are only some of the primary particulars necessary to be learned.

The next level of traffic management education looks into such matters as transportation economics, traffic management and physical distribution, loss and damage claims and prevention procedures, and commerce law and procedure. Also, at this level we enter specializations in export-import traffic management, storage-in-transit procedures, containerization, intermodal modes of transport, planning for use of trailer-on-flat cars, with simplified documentation and through intermodal freight rates.

The third level steps up to a study of transportation costs by railroad, motor carriers, ocean carriers, airlines, pipelines, transportation statistics and analysis of decisions of regulatory bodies.

One way for the "would-be" true traffic management professional is to prepare for and successfully complete the examinations of the American Society of Traffic and Transportation and obtain certified membership in the ASTT. ASTT examinations are as follows

Examination No. 1—The Economics of Transportation—Relates to the thorough understanding of the principles of economics, and how those principles are applicable to transportation operations and management in the United States. The examination embraces questions relating to a general understanding of managerial economics, including the application of economics to business decisions, with emphasis on profit objectives, forecasting demand and costs of supply, and problems of capital budgeting. International trade, foreign exchange, tariffs and trade policies and problems associated with labor relations and understanding of the philosophy of collective bargaining, along with Federal laws, relating to labor and management in the field of transportation, are involved.

"Traffic and transportation e has played a large part in the traffic management success achie the economy with which it h performed. It is commendable many of our civil service person upgraded their technical skills b courses of education to qualify perform more important duties ficiently. Career programs have veloped by MTMTS to help e improve their eligibility for pro appointments under the merit p system."

Examination No. 2—Traffic, Transport Physical Distribution Management—Dea with variations in techniques of applyin ment principles to the solution of problem management and transportation, by railro carrier, water, air and pipeline transport examination involves a general underst the carrier pricing systems and economic these systems.

Examination No. 3—Management Tools cepts—another name for this examinat very well be General Business Administ the questions asked usually relate to th accounting, business law, financial ma marketing, statistical analysis, politica business organization and management. T of this examination is to broaden the p of the person engaged in traffic manage point up the close working relationsh should exist between his department and elements of top-management in business tions and Government.

Examination No. 4—Transportation Regulation—The examination deals with of Federal regulation of the common ca gaged in interstate commerce, rule of pr procedure before the Interstate Comm mission, latest rulings of the courts an sions in matters of transportation rates ices, and an understanding of the li carriers for loss and damage to goods, cedures for filing claims by shippers wit Knowledge of the regulations and functi Federal Maritime Commission and Civil tics Board is also required.

In addition, a candidate for certified m

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&T.& T. prepares a thesis type paper on a d subject of transportation, which must be ted as the final step.

ther step in becoming a true traffic manager become an ICC Practitioner. To quality one have at least two years of college education ke the written examination of the Interstate erce Commission for admission to practice. amination involves questions on the Inter-Commerce Act, the general rules of prac-d procedure before the I.C.C. and general management matters of rates, rules and tions, with interpretation of language in classifications and tariffs, involving past ns of the Commission in leading cases. Con-ble emphasis is placed upon motor carrier ng authorities, financial procedures of motor rs, and the ethics of practitioners before the ission.

essful ASTT certification and admission to e before regulatory bodies, however, should taken as an overall assumption that the in-al has suddenly taken on the character of essional traffic manager. That can only come he experience he builds upon his educational round. Just as the neophyte lawyer or doctor as just passed the State bar or medical ex-tion is not the professional lawyer or doctor ll be ten or more years later, so the educa-accolade in traffic management is only a token recognition that the individual has the potential to become a "professional" in the truest sense of the word.

Let us not overlook the excellent courses offered by the U.S. Army Transportation School at Fort Eustis, Virginia. By correspondence method, one may enroll for the *"Installation Traffic Management Correspondence Course,"* which covers twenty-two of the subjects which confront the Military Traffic Manager in his daily work at military installations, ports and activities around the world. All officers, warrant officers and enlisted men of the active Army, Army Reserve and National Guard and Department of Defense civilian personnel are eligible to enroll in this course which has great merit in preparing individuals for anticipated future responsibilities.

The College of Advanced Traffic at Chicago, Illinois also conducts an extension division of its Traffic Management courses, in addition to resident courses in New York City, Philadelphia and Chicago, which are highly professional. They also prepare candidates for admission to practice before the Interstate Commerce Commission, and for many years, the college has produced a large number of our most prominent traffic managers in today's business and industry.

A regional example of an institution that conducts transportation courses is Golden Gate College in San Francisco, California. This school has evening courses in traffic management and transportation. The curricula includes the basic, intermediate and advanced levels of education, and prepares for both the examinations of the Interstate Commerce Commission and the American Society of Traffic and Transportation. Plans are under way in 1970 to undertake offerings of extension correspondence courses patterned after the evening traffic management courses, as well as a comparative education program in which traffic management trainees may work at their business offices in the morning and study traffic management at the college in the afternoon, with the employer subsidizing the cost of training.

How does all this pertain to Military Traffic Management and Terminal Service and military agencies engaged in the transportation function? How does it relate to the men and women who now comprise our military and civilian personnel at hundreds of posts, camps and stations, depots and bases of the Army, Navy, Air Force and Marine Corps throughout the United States and at activities and installations abroad? Let us first take a step back in history.

We remember that transportation in the Department of Defense today is a far different thing from the Quartermaster Corps of 1917-1918, when we

MTMTS CAREERISTS EXPAND SELF-DEVELOPMENT EFFORTS

ajor General Clarence J. Lang, Commander, MTS, has announced an internal policy that al education will be a significant considera- in assessing the potential of prospective can-tes for selection and promotion to managerial executive positions in the command. Under policy selection officials will give significant ht to job-related education.

udy programs to acquire desired education also be considered by screening and selecting ials.

uring the current semester 85 MTMTS em-ees have participated in Government-spon-d training being conducted after hours at Nassif Building, Baileys Crossroads, Va., the of the MTMTS headquarters. Transportation ems Management, Survey of Data Processing, Advanced Administrative Management are offered there by the College of Advanced ies, George Washington University, as part he university's off campus program.

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fought a war of position in France. The major thrust was to get men, munitions and supplies to Europe. World War II found us in a two-ocean war. Problems of transport were much more serious with U-boats sinking ships in the Atlantic and military troops fighting half way around the world in the Pacific. The logistic problems were much more serious in 1942-1945 because we fought a war of mobility, instead of a war of position. We pushed our way into Europe, through North Africa, through Sicily and finally through Normandy, by air, by water, by tanks and infantry, always on the move. We remember General Patton pressing his attack with tanks so fast he ran out of maps and gasoline at the same time. The Red Ball Express was an American innovation, a transportation scheme built on ingenuity, daring and skill and marked with American "can do."

What transportation experts did in Korea and have done in Vietnam in military logistics measures up to the finest logistics traditions of the military services, Army, Navy, Air Force and Marine Corps. We pay tribute also to the commercial transportation resources of railroads, truck lines, air lines and steamship lines used by MTMTS, MSTS and MAC to accomplish specific objectives. The close cooperation of these agencies, supported by supply forces of the Defense Supply Agency and the hundreds of civil service personnel working in transportation and traffic management positions, merit warmest praise for accomplishments which delivered the right thing, in the right place at the right time, and wherever possible, at the lowest total overall costs from point of origin to final destination overseas.

Traffic and transportation education have played a large part in the military traffic management successes achieved and the economy with which it has been performed. It is commendable that so many of our civil service personnel have up-graded their technical skills by taking courses of education, either resident or by correspondence, to qualify them to perform more important duties more efficiently. Career programs have been developed by MTMTS to assist employees to improve their eligibility for promotional appointments when they are ready for them, under the merit promotion system.

What advice should be offered the younger generation, for those coming up the line to assume our responsibilities in the days ahead? If I could serve in the role of a personal counselor to readers, the advice would sound something like this:

1. Educational opportunities for broadening education should be sought in your own community, whether they are subjects of transportation, or general self-development. We need broadly educated men and women in military traffic manage high school education is not enough. Even education, without study of specialized tra tion subjects, is not enough. This is a da cialization. Traffic management is a special broad field of top-management in Federal ment, as well as in industry.

2. Career-building is the duty of ever visor at all levels of management in MT in the Services. Subordinates should be en to study and enhance their knowledge o portation and traffic management and be to assume greater responsibilities when th comes for merit promotions.

3. Membership in Delta Nu Alpha tra tion fraternity, the American Society o and Transportation and the Association Practitioners, and other transportation an organizations should be encouraged. All sup personnel should strive personally for pro status in military traffic management, whet work for MTMTS, MSTS, MAC, Defense Agency or one of the transportation elemen Services. The prestige of Federal service reflected in the degree to which we, as me that group, dedicate ourselves and strive to up to professional standards established business and industry. But more than greater personal rewards follow the perf of our duties skillfully, with efficiency in livery of military personnel and supplies mum costs to the taxpayers of the count

4. Continuing educational programs, on as well as attendance at local educational tions, at government expense, or on the em own time and at his or her own expense, s encouraged by top-managment in all Servic means that career management should be a and continuing part of every supervis whether he be a military or a civilian su There is always a time when a man or wom a word of friendly encouragement on the l upward. Let the individuals know they stand alone in their efforts to advance th in a career program.

5. As the largest shipper in the world, partment of Defense needs expertly qualifie to manage the transportation of its goods ple. It is evident that expertise comes wit tion and experience. Let us hope that th achievements of military traffic managers wi the technical and managerial abilities of sonnel who have met these rigorous challe preparing themselves through education. A ham Lincoln said, "I am not bound to but I am bound to be ready for my opp when it comes."

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919 a new idea
to the college campus,
ncept that has helped
ep America strong.

ROTC CELEBRATES 150 YEARS

by

Lieutenant John D. Murphy, USA

Office of Information
Military Traffic Management and Terminal Service

ts beginning on a small campus in Vermont, serve Officers Training Corps (ROTC) has to the top as the Armed Forces No. 1 pro- f military officers with units on 365 of the s leading college and university campuses.

hundred and fifty years ago on the Norwich ity campus in Northfield, Vermont, Captain Partridge, a former superintendent at West stablished the American Literary, Scientific litary Academy. By mid-century the idea of instruction in civilian colleges had spread r institutions—Virginia Military Institute, iversity of Tennessee and The Citadel.

r's ROTC provides the development of se- ollege-educated men for positions of re- ility as officers in the active Army and its components. Except in periods of major ncies, when officers must be provided faster y can be produced on the campus, the Army rogram commissions approximately 80 per- all new lieutenants entering the active Sixty-five percent of the officers commis- nto the Army over the past five years were s of the ROTC program.

the outbreak of the Civil War, the problem iding sufficient military leadership led to d Grant Act of 1862. Known as the "Mor- rill Act," this legislation provided land and money for the establishment of additional colleges and universities. Among the conditions stipulated for the grants was a requirement to conduct military instruction.

Although 105 colleges and universities offered this instruction by the turn of the century, the college military instruction program was only loosely associated with the Army's needs. The National Defense Act of 1916 turned away from the idea of an expandable Regular Army and firmly established the traditional American concept of a citizen army as the keystone of our defense forces. It merged the new Army Reserve, the reorganized National Guard and Regular Army into the Army of the United States.

Officers for this expanded citizen Army were to be trained in colleges and universities under a Reserve Officer Training Corps. Army ROTC was firmly established in the form in which it is known today.

By the beginning of World War I the colleges conducting military instruction had placed some 90,000 officers in the Reserve pool. In 1917 and 1918 the great majority of these were called to active duty. At the outbreak of World War II, more than 56,000 Army ROTC officers were called

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First Lieutenant David
USA, a senior systems
Headquarters, Military T
agement and Terminal Se
of many ROTC officers i
Army. He is a graduate
versity of California ROT

to active duty within a six month period. By the end of World War II more than 100,000 ROTC officers had served.

The future for the ROTC trained officer who is interested in a military career is a bright one. Approximately one-half of all officers in the active Army are ROTC graduates. More than 150 of them are general officers. This latter figure includes a four-star general, four lieutenant generals, 58 major generals and 87 brigadier generals.

In the Republic of Vietnam the deputy commander, two corps commanders, four division commanders, five assistant division commanders and one brigade commanding general are products of Army ROTC. Currently 39 general officers commissioned through Army ROTC hold major staff assignments in the Pentagon—six with the Department of Defense, six with the Joint Chiefs of Staff and the remaining 27 with the Department of the Army. Among the 18 active Army divisions, eight division commanders and 11 assistant division commanders are Army ROTC graduates. Lieutenant General Frederick Weyand, the United States military advisor at the Paris Peace Talks, is an ROTC graduate.

Major General Clarence J. Lang, USA, Military Traffic Management and Terminal Service (MTMTS) commander is a graduate of the University of Iowa ROTC program. He has been Commander, MTMTS, since April of this year.

MTMTS is designated by the Secretary of Defense as the single manager operating agency for military traffic, land transportation and common-user ocean terminal operations. Activated on February 15, 1965 as a major field command of the Department of the Army, it combines the functions formerly performed by the Defense Traffic Management Service (DTMS) and those performed by the Army, Navy and Air Force in connec ocean terminal operations and control of of export cargo and passengers into U and air terminals.

General Lang received his Regular A mission in 1947 and transferred from the master Corps to Transportation Corps Prior to his appointment to MTMTS, wi quarters in Washington, D.C., General L the Chief of Staff, U.S. Army Materiel C Washington, D.C.

As the MTMTS commander, General rects a jointly-staffed agency which influ annual expenditure of two billion dollars transportation industry of the United St is responsible for the Department of Def sonal Property Program worldwide.

Among the 67 officers assigned to Head MTMTS, 37 percent are ROTC gradua of whom are in the Transportation Cor officers represent 22 different college or u ROTC programs in 12 states. Sixty-one p the MTMTS company-grade officers ar graduates.

Colonel Charles L. Anderson, USA, MT rector of International Traffic, is a gradua University of North Dakota ROTC progra the principal advisor to General Lang terminal activities and is responsible for c ing operations with military and commerc carriers, port authorities and the ocean c sociations. MTMTS has overseas terminal the Azores, Turkey, Libya, Spain, Bermuda Ethiopia, and Pakistan.

In the Fiscal Year 1969, 765 of the 16,3 ROTC graduates were commissioned into th portation Corps. Of the 765 new Trans lieutenants, 306 came from colleges or un

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first Army area. Approximately 80 percent
e expected to be commissioned into the
rtation Corps in Fiscal Year 1970 will be
ROTC. Last year Army ROTC commis-
times more lieutenants than did West

over $83 million is spent annually on the
programs across the nation. More than
college men are involved. At the beginning
year 1969-70, 584 Junior ROTC units
enrollment of approximately 116,000 stu-
ill be operating in 528 high schools. An
l 56 units are programmed for establish-
Fiscal Year 1970.

ROTC scholarship opportunities are avail-
the exceptional students. For example,
the 800 four-year scholarship winners who
college this school year ranked among the
ercent of their high school class. Among
re 423 class officers and 462 members of the
Honor Society, and 491 had won varsity

than 4,750 students who are interested in
career will attend college this school year
C scholarships. An additional 1,200 four-
three-year and 600 two-year Army ROTC
hips will be awarded next spring, bringing
l of such scholarships in effect for the
school year to 5,500. These scholarships
tuition, books and lab fees and provide a
month allowance for the duration of the

helps promote the concepts of the citizen-
and civilian control over our military forces.
ides civilian-oriented leadership from all
hic and social strata of our society. Since
officers have the choice of returning to ci-
ife when they have fulfilled their military
on, the program provides a unique national
e of leadership, not only for national defense
for civilian enterprise.

typical taxpayer, student, and employer
from the ROTC program. By preparing
s for officer commissions while they earn
ollege degrees, ROTC produces officers in
umbers at a considerably lower cost than
er system. ROTC adds another dimension to
ge graduate's education by developing his
o organize, motivate and lead men. Experi-
an officer develops maturity, dependability,
bility and other qualities needed in man-
positions.

tudent gets the most direct benefit because
pportunity to earn a college degree and a
ion at the same time and to fulfill his mili-
gation as an officer.

1969

The Army has ROTC units on 283 campuses; the Navy on 54; and the Air Force on 174. The Army program is easily the largest as well as the oldest of the three programs. In 1968-69, 150,982 cadets were enrolled and 16,306 new officers were commissioned. Until recently, Army ROTC accounted for about 11,000 officers a year, but in 1966-67, 14,000 and in 1967-68 some 16,000 received appointments as second lieutenants. The significance of ROTC programs in the preparation of officers for the Army is readily apparent by reference to the numbers produced in other programs. In fiscal 1969, West Point produced 763 officers and Officer Candidate Schools produced 8,549.

Total enrollment in ROTC programs has not been an accurate indicator of commissioned graduates. The reason for this is that some ROTC units were at institutions where this program was required of all male students during the first two years. In recent years most institutions have discontinued compulsory enrollment in favor of a voluntary basis. As a result, the total number of students enrolled has decreased, but this decrease has not affected the numbers selected for the third and fourth years of the program. It is from the latter select group that the officer candidates have always come.

The recent increase in commissionings is of course a result of the requirements of the Vietnam war. It is also recognized that Army ROTC enrollments are especially sensitive to the operations of the selective service system.

The curricula offered by the Army ROTC program, though varying in some degree from school to school, may generally be described as practical education. The current approach is to draw on

Map reading and terrain analysis is taught Army ROTC cadets attending six weeks of summer camp training. During 1969 more than 23,000 ROTC students have completed intensive leadership and field training at six Army installations.

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available institutional curricular offerings which directly contribute to the development of an effective Army officer.

Naval ROTC is much less concerned with creating reserve officers than is the Army. It has shaped its ROTC program largely to provide regular officers. Most NROTC midshipmen enroll in the so-called "regular" program and are awarded NROTC scholarships.

At the end of November 1968, 10,760 midshipmen were enrolled in NROTC. From July 1, 1968 to June 30, 1969, 1,885 officers were commissioned to the Fleet and 155 to the United States Marine Corps. Slightly over 1,000 were commissioned in the Regular Navy, 300 more than from the United States Naval Academy. Navy ROTC requires more academic time of the midshipmen than either of the other two services require of their cadets.

The Air Force has the newest ROTC program and has been more experimental in an attempt to develop a program that is responsive to the requirements of the service and compatible with the goals of higher education. In 1968-69, the Air Force enrolled 51,273 cadets and commissioned 4,977 second lieutenants. The Air Force program is being conducted at 174 colleges and universities in 1969-70.

Many Air Force ROTC units produce small numbers of new officers. This is due primarily to the fact that the Air Force operates 174 units which are programmed to produce only 4,500 officers annually. However, the Air Force also requires a four year active duty service obligation of its graduates and beginning in January 1970, six years will be required for rated officers.

The Air Force, like the Navy, is less interested in short-term reserve officers than is the Army. Its main desire is for "rated" officers capable of flight duty. The mission of the Air Fo program is simply to commission caree second lieutenants, regular and reserv sponse to Air Force requirements.

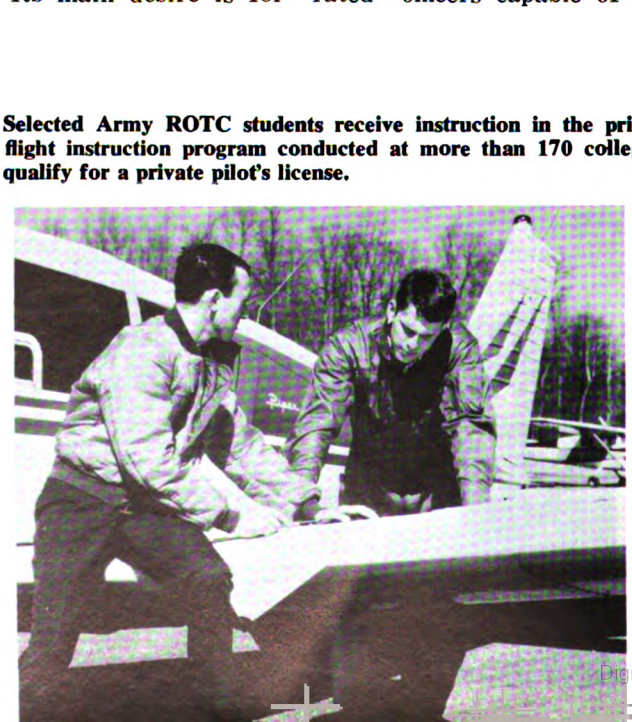
Civilian executives and government l the thousands have had ROTC training. clude heads of many of our largest bus industrial firms, members of Congress, and ambassadors. Approximately four p all college men receive ROTC training. relatively small group have come approxi percent of the men earning from $100,00(000 per year, 16 percent of our Congres 14 percent of our governors.

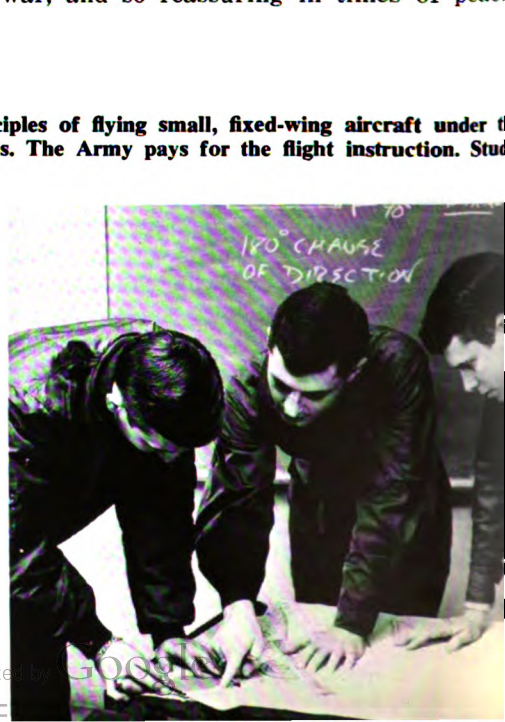
General George C. Marshall, the Army Staff during World War II, and subseque man, started his career with an ROTC sion. Dean Rusk, former Secretary of S present Secretary of the Army, Stanley and the presidents or chairmen of the such firms as US Steel, Dupont, Ameri phone and Telegraph Company, Standard heed Aircraft, Westinghouse, National Company and Aluminum Company of Am ROTC alumni.

General William C. Westmoreland, Chief United States Army, considers ROTC a portant part of the Armed Forces. "For growth and for greater long-term benef Service, we need college graduates," said Westmoreland. "And the ROTC program us with young men who have the backgro liberal education, are motivated to serve, demonstrated their leadership potiential."

For 150 years ROTC has been the Amer of reaching into the pool of educated coming up with the kind of leadership t necessary in time of war, so important in war, and so reassuring in times of peace

Selected Army ROTC students receive instruction in the principles of flying small, fixed-wing aircraft under t flight instruction program conducted at more than 170 colleges. The Army pays for the flight instruction. Stud qualify for a private pilot's license.





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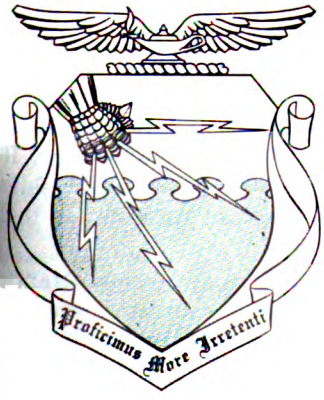
Education for the Military Logistics Manager

era of change, it is essential not just to keep
of today's progress but to project ourselves
e even more complex environment of tomor-
In that environment, modern technology and
oblems which accompany it have already char-
the spiraling role of logistics managers. To
y and to educate those managers are imme-
asks which face the United States Air Force.
ier this year, Air University, the educational
nd of the Air Force, laid the groundwork for
prehensive logistics education program to
he needs of the future. The Air Force Insti-
Technology, Air University's scientific, tech-
al, and managerial center, convened a confer-
t Wright-Patterson Air Force Base, where
ized experts probed all aspects of logistics
gement education.

One significant recommendation which evolved from the conference was that a study be conducted in the Air Staff, under Systems and Logistics Plans leadership, to pinpoint the future requirements for logistics managers with advanced degrees. When this study is completed, Air University will gear its logistics educational program even more to the needs of tomorrow.

Logistics is no newcomer to the Air University educational system. Far-thinking Air Force leaders recognized the need for highly professional logisticians some 15 years ago, when they took preliminary steps to establish an institution to educate personnel in the entire spectrum of logistics. They programmed an experimental six-month Advanced Logistics Course to begin in October 1955. Responsibility for the course went to the Air Force Insti-



by
Juliette D. Pearce
Office of Information
The Air University

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LIEUTENANT GENERAL A. P. CLARK COMMANDS AIR UNIVERSITY

From his headquarters at Maxwell Air Force Base, Ala., Lt. Gen. Albert P. Clark directs the major Air Force command responsible for the continuing professional education of officers and airmen. Unique among the Nation's major educational institutions, Air University provides instruction for more than one-half million students annually through the facilities of its Air War College, Air Command and Staff College, Squadron Officer School, Air Force Institute of Technology, Academic Instructor and Allied Officer School, Air Force Reserve Officers Training Corps, USAF Chaplain School, Air University Institute for Professional Development, Aerospace Studies Institute and Extension Course Institute. Air University also maintains the Fairchild Library, most comprehensive research facility of its type in the Air Force.

tute of Technology, with budget support from Air Force Headquarters through Air University.

Personnel at the Air Force Institute of Technology studied the problems inherent in the development and operation of the new course. They elected to have Ohio State University present part of the curriculum and to conduct all logistics instruction at Wright-Patterson Air Force Base, home of the Air Force Logistics Command.

In September 1958, the Air Force Institute of Technology established the School of Logistics as a permanent part of its educational program. In 1963, the school received a new designation, "School of Systems and Logistics."

During recent years, the school has expanded to include among its student bodies selected personnel from assignments throughout the Department of Defense. Several established courses have been designated for use in the joint logistics training program of the Department of Defense. Others have been tailor-made to serve the specific needs of the Logistics Command, the Systems Command, and other major Air Force commands.

Two different categories of logistics education are available through the School of Systems and Logistics.

The first, the *Graduate Logistics Program*, offers students the opportunity to earn a Master of Science degree in Logistics Management. It is the only graduate level educational institution in the world which offers this specific degree. During 1963-1969, it awarded almost 500 such degrees.

Fully accredited by the North Central Association of Colleges and Secondary Schools, the Graduate Logistics Program seeks to develop logistics managers who will make significant contributio defense effort. It now produces about 120 sional logisticians each year.

Entrance requirements to the in-residenc uate Logistics Program are comparable to any fully accredited graduate program. T clude:

A baccalaureate degree with a 2.5 gra average with a major in business adminis economics, the sciences, engineering, or o lated areas.

An acceptable score on either the Gradu ord Examination Aptitude Test or the Ad Test for Graduate Study in Business.

The equivalent of one semester of colle bra with a grade of "C" or higher.

Although it is not mandatory that the a have experience in one of the functional a logistics, it is certainly desirable.

The primary role of the graduate progra integration of logistics and management. Th unites the logistics, with its current weap hardware, and the management tools and tec of today and problems of tomorrow. Its co not to develop extensive, detailed skills in the functional areas of logistics but to develo agerial expertise.

The functional areas receive attention, h in almost all of the courses in the progra example, the curriculum includes seminars fe supply, maintenance, and procurement m ment.

Transportation, an integral factor in the e ment of logistics, has been presented, both as cific functional area in course work and as

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of the Logistics Planning Seminar. In the
n optional seminar will be available for
dents who seek greater sophistication in
f transportation. An elective course in
ation management is planned for those
logistics students who desire more in-
wledge of the transportation function.

ef description of the graduate school's
ppears in Table 1.

ond major educational system conducted
chool of Systems and Logistics is the *Con-
Education Program*. It consists of 34
of relatively short duration—one week to
ks. The purpose of the short courses is to
on a continuing basis, educational oppor-
for managers in systems and logistics or in
tional areas of maintenance, supply, pro-
and procurement.

courses are conducted in residence and on
arious locations in the United States and
. Students are Air Force, Army, Navy, and
epartment of Defense personnel. The ma-
the short courses are Department of De-
nt courses.

ourse is normally offered one or more times
r. Course schedules and space allocations
d on educational requirements as reported
ajor air commands, the Department of the
e Department of the Navy, and other De-
t of Defense agencies. Between 4500 and
dents complete the various courses of the
g Education Program annually.

	LENGTH (in weeks)
ctorate of Materiel Management	4
visioning	3
Property Administration	3
nt/BCE Related Management	2
Law	2
Systems Buying	4
Administration	4
bursement/Incentive Contracting	2

Naval War College, Newport, R.I., cele-
its 85th anniversary on October 6 as
lest established institution of its type in
rld. It preceded by many years other
lleges of a similar nature when it was
under the Bureau of Navigation by Sec-
of the Navy William Chandler in 1884
vide "a college for an advanced course of
sional study for professional officers."

THE AUTHOR

Juliette "Jet" Dudley Pearce is a writer in the Office of Information, Headquarters Air University. A native of Montgomery, Alabama, she joined the Air Force family as court reporter at Gunter AFB, Ala. During World War II, she was stock control clerk at MacDill AFB, Fla. A former reporter for *The Dispatch*, Air University's newspaper, she now serves as chief of community relations at the educational center and directs the command's active speakers' bureau.

Advanced Contract Administration	3
Quantitative Methods in Cost Analysis	9
Advanced Cost and Economic Analysis	7
Evaluation of Performance Measurement Systems	4
Maintenance Management Information Systems	3
Air Force Base Level Maintenance Management	3
Industrial Maintenance Management	4
Maintenance Management Orientation	1
Production Management	7
Advanced Production Management	3
Computer Simulation for Logistics Managers	1
Scientific and Technical Information	1
Defense Data Management	3
Engineering Data Management	2
Defense Data Officer	2
Statistical Quality Control I	2
Statistical Quality Control II	2
Reliability	3
Management of Quality Control	2
Laboratory Management of Research and Development	6
Base Level Supply Management	3
Management of Value Engineering	2
Systems Program Management	9
SPO/Directors Procurement Refresher	1
Logistics Management	4
Integrated Logistics Support	1

The variety and magnitude of the functions and responsibilities of military logistics can seldom, if ever, be equaled. It creates and supports the most sophisticated weapon systems in the world. The equipment it stocks and maintains ranges from the most complex avionics packages to a shoestring.

Logistics managers, therefore, can expect interesting and challenging assignments. Alumni of the graduate program have held managerial positions, ranging from base level to major air command to the Office of the Secretary of Defense. Some officer graduates from the school are assigned to logistics-related duty fields. Approximately 14 percent of the fiscal year graduates will be specifically assigned to logistic officer specialty codes.

Air University is looking beyond the end of the war in Southeast Asia—to the 1970s and 1980s

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with plans for providing the advanced education of the future. With its progressive academic programs, the Air Force can successfully meet increased requirements for logistics ma for all types of military professionals morrow, and the day after tomorrow.

TABLE 1

COURSE DESCRIPTIONS—GRADUATE LOGISTICS MANAGEMENT PROGRAM
SCHOOL OF SYSTEMS AND LOGISTICS
AIR FORCE INSTITUTE OF TECHNOLOGY
WRIGHT-PATTERSON AIR FORCE BASE, OHIO

COURSE TITLE	DESCRIPTION
Accounting Fundamentals	A course to provide an understanding of the fundamental concepts criteria, and conventions of financial accounting
Basic Economic Principles	A background for the logistics management study of resource allocation
Computer Programming	A preparatory course in use of FORTRAN programming language to solve problems of the IBM 1620 digital computer
English Review	A refresher in the fundamentals of English grammar, punctuation, sentence structure, and composition
Quantitative Preparation	A review of mathematics up through the calculus, up through the quantitative tools essential to subsequent conrses in economics, systems analysis, and cost analysis
First Quarter (10 Weeks)	
Advanced Management	Coverage of a broad spectrum of managerial and organizational concepts from traditional through contemporary providing a strong foundation to support seminar courses in the traditional management areas
Financial Management in the Federal Government	A study of the many aspects of financial management with major emphasis placed on application within the Department of Defense
Statistics I	An intermediate level course dealing with the field of statistics, with emphasis on the application of probability theory to solve managerial problems
Technical Speech	A course for improving ability in effective oral communication with emphasis on learning through critiques of speeches prepared and delivered by students
Weapons Acquisition Management Seminar	An examination of the weapons acquisition process in the Department of Defense as a practical application of the concepts developed in the Advanced Management Course with emphasis on the systems program office as the executor of management responsibility
Second Quarter (10 Weeks)	
Maintenance Management Seminar	An analysis and evaluation of maintenance management in terms of the concepts developed in the Advanced Management Course, with emphasis on the total USAF maintenance environment and its operation within the logistics system

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TITLE	DESCRIPTION	CREDIT HOURS
l Management and l Relations Seminar	A course extending the concepts developed in the Advanced Management Course to focus on the multiplicity of problems associated with the managing of human resources in an organization	3
l Principles and es	A course covering the essential requirements for conducting learned research with emphasis on development of an extensive proposal to guide subsequent thesis research efforts	3
s II	A continuation of Statistics I, this course focuses on statistics distribution, nonparametric statistics, and functional relationship estimation by least squares technique	4
Analysis I	A course presenting the philosophy and fundamental concepts of systems analysis and operations research	4
arter (10 Weeks)		
l Economic Analysis	The presentation of a managerial approach to cost and economic analysis	4
s Planning Seminar	A course integrating and applying the concepts learned in the other managerial quantitative courses	3
atical Programming	An introductory course in mathematical programming and its application to military problem solving with emphasis on modeled economic interpretation	3
Management Seminar	A course applying to supply functions, the concepts and techniques developed in advanced management and quantitative science courses	3
Analysis II	A continuation of Systems Analysis I, this course focuses on logistics management decision-making situations under conditions of real and statistical uncertainty.	3
Quarter (8 Weeks)		
	The thesis effort, the culmination of studies in the Graduate Logistics Management Program, is a learned research endeavor integrating the concepts and techniques assimilated in the academic environment and applying them in a real world situation to develop possible solutions to current logistics problems.	11
Courses	The following five courses are substitute electives for qualified students	
porary International	A political survey of the contemporary world environment with emphasis on the social, ideological, economic, military, and scientific factors that determine the relations among nations	3
rial Economics	An in-depth study of those items of economic analysis that are of significant importance in the decision-making process	3
in Quantitative	This course offers an in-depth investigation of the application of various quantitative and mathematical techniques in solving a variety of logistics problems	3
Management s in Logistics	An in-depth study in analysis of various problem areas which are of significant concern to the management of logistics systems	3
rtation Management	An in-depth study of the military transportation function, including modes of transportation management, and methods of packaging and distribution	3

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Newsreview

Virgil W. Bowden, Deputy Director of Passenger Traffic, Headquarters, Military Traffic Management and Terminal Service, has been awarded the "Decoration for Exceptional Civilian Service," the highest civilian award presented by the Secretary of the Army.

Mr. Bowden's award is the first within Headquarters, Military Traffic Management and Terminal Service since its beginning in April of 1965. He was cited for

his outstanding performance as Passenger Traffic Deputy Director from September 1, 1967 through December 31, 1968. Major General Clarence J. Lang, USA, MTMTS commander presented the award.

During this time, Mr. Bowden was instrumental in accomplishing many significant improvements in passenger service and reduction in transportation costs to the Government.

Mr. Bowden's work in military traffic management spans 28 years. He has twice received the Army's Meritorious Civilian Service Award, in 1957 and again in 1967.

A native of Doniphan, Nebraska, Mr. Bowden joined Military Traffic Management Agency (MTMA), a predecessor to MTMTS in 1959 as Assistant Chief, Strategic Plans. He was assigned to the MTMTS Planning Staff, following which he was a special assistant to the Commander until August 1965 when he assumed his present position with MTMTS.

Mr. Bowden is a graduate of the Transportation Officers Career Course, the Transportation School, Fort Eustis, Virginia, and the Industrial College of the Armed Forces.

★★★

During Fiscal Year 1970, 39,475 students are scheduled to train at the Army Transportation School, Ft. Eustis, Va. Lt. Col. John L. Finley, director of the Office of Programs and Management stated that 69 percent of the students will be in the field of aviation maintenance.

Secretary of Transportation John A. Vo proved a $3 million engineering feasibility rail-highway transportation corridor to serve Northwestern Alaska. Mr. Volpe stated t transportation problems are now off the to on the front burner where they belong."

★★★

The Administration has proposed a w program, including a massive shipbuilding e America's declining merchant marine. Presi has asked Congress to approve a program include construction of 30 merchant ships a the next 10 years. The Government would $300 million annually to subsidize the c compared to about $232 million last year. gram is tailored to foreign commerce, ac Secretary of Commerce Maurice Stans. H that the U.S. needs merchant ships to carry and for defense mobility during wartime.

★★★

The Army Transportation Corps is look motto and is willing to award a $200 U. Bond to the person who suggests the selec The contest, open only to officers, warrant o enlisted men of the Transportation Corps, c ruary 28, 1970.

★★★

"Decreasing requirements for sealift to have enabled Military Sea Transportation reduce the number of General Agency Agre cargo ships in operation from 170 to 58. Ac MSTS Commander Vice Admiral Lawson P. 10 of the 58 now listed in the MSTS inve scheduled to be placed in reduced operating the end of their current voyages.

★★★

The Maritime Administration is seeking for a broad study of the impact of containeri the U.S. economy, with particular emphasi maritime transportation segments. Accordin MA, "Phase I will cover complete evaluation tainer costs, services, constraints, opportunitie II will analyze the container situation . . . a mine how containerization will progress into t . . . Phase III will recommend policy develo order that the Government can proceed in a that will yield the greatest national benefit f new transportation technology."

★★★

Results of a Department of Transportatio during the first six months of 1969 indicated tha the 228,000 Metroliner passengers had switch using a plane, bus or auto. On their next trip, cent said they expected to use the train, one bus, eight percent auto and seven percent plan

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t DoD-NASA space transportation system has commended to the President for development, e Secretary Robert C. Seamans has announced. effort, which the Air Force calls "The Space tation System—A National Objective," calls w family of space ships which pilots would fly e and then land on the ground like airplanes. g to Lt. Gen. Samuel C. Phillips, Commander Air Force Space and Missile Organization the space vehicles could bring the price of space n from $1000 to $100 a pound or less. The ttle being considered would be larger than a airliner and would have a two-man crew. Ex- the Air Force and NASA versions would look t the payloads would differ. NASA's "space ould be capable of delivering men and supplies biting space station. The Air Force version used to inspect foreign spacecraft, repair mal- ng communications and navigation satellites, rescue craft to bring stranded or ailing astro- ck to earth quickly.

★★★

al Howell M. Estes, Jr., 55, who retired from Force August 1 after a distinguished career of , has been named Senior Vice President, Plan- Development, for World Airways. He was also Director of World Airways and Worldamerica Corp., a subsidiary of World that owns 99.3 of the outstanding stock of First Western Bank.

★★★

e controlled unmanned aircraft, employed as zone supply transports, are being considered by the Army, U.S. Army Combat Develop- ommand, Fort Belvoir, Va., reports. Under a materiel requirement Tactical Assault Supply rter (TAST) aircraft may someday perform the gh-risk operations now carried out by manned

aircraft would fly into battlefield areas at alti- elow 300 feet, well within the range of hostile rms fire. Guided by remote ground stations, would be able to carry a half ton of cargo to e units, day or night, regardless of terrain or . It would provide necessary maneuverability rm operations such as launch and hover, cruise ntermediate or final delivery point, deliver and iter, cruise to its base or secondary delivery nd hover-land at its home base.

also envisioned that TAST be capable of laying spensing smoke, relaying radio communications, ting, if necessary, as an emergency medical ion vehicle.

★★★

r the headline "Worst Pun of the Week?," *World* has disclosed the title of a jet noise com- filed by citizens living near Chicago's O'Hare tional Airport. The document received by Chi- fficials was titled "Port Noise Complaint."

MANNED SPACECRAFT CENTER, HOUSTON, TEXAS—The prime crew for Apollo 12, the Nation's second manned lunar landing mission, is made up of Charles Conrad Jr., Commander, left; Richard F. Gordon, Command Module Pilot, center; and Alan L. Bean, Lunar Module Pilot. The moon flight is scheduled to take place this month.

Traffic management specialist trainees employed at Headquarters MTMTS, Washington, D.C., received orientation briefings recently at Headquarters Eastern Area MTMTS in Brooklyn and at Military Ocean Terminal, Bayonne, in New Jersey. Seated in Eastern Area conference room with Mrs. Ruth Yerou, Acting Chief, Training and Development Branch, Civilian Personnel Division, (standing) are, left to right, Richard Sturdy, Dina Vance, Barbara Yarbrough, Sue Doe and Robert Dawson.

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Revolutionary technological advances in passe equipment, communications and data processi on the horizon. These innovations offer new challenges to the professional traffic manager.

Traffic Management for Individuals

by

Colonel William E. Burton, USA
Director of Passenger Traffic
Military Traffic Management and Terminal Service

The military sponsored passenger deserves and should receive the best obtainable service within the limits of DoD transportation procurement policies. This is the standing order of the day for MTMTS passenger traffic management. It can only be achieved through the realization that this is traffic management for individuals—a responsibility which demands attention to fundamental personal needs in developing safe, efficient and adequate transportation.

Members of the military services and civilian employees are a distinctive class of traveler utilizing all forms of short as well as long distance transportation within our country. What these passengers unique is the fact that th little choice as to "Where, When or How" t travel. The basic reasons for this are acad the "When" and "Where" are essentially mined by the need for travel, *e.g.*, "the stat tary requirement."

The passenger traffic managers at installat staff level arrange the "How" to meet the ment, being mindful of passenger service avoidance of travel irritants where possible professionals know that while many of the tomers are seasoned global travelers who ha

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ng from box cars to sub-sonic aircraft, ve had little exposure to domestic commer- el. The individuals with limited travel expe- e generally new service members moving ber home or Armed Forces Examining and Stations to initial duty assignments. Over new members moved under military ar- nts during the past twelve months.

ger specialists collaborate with others in special attention toward managing this r class of traffic in a mutually supporting welcome these young, highly impression- bers to active service.

lection and procurement of domestic com- transportation for military customers, as ls or in groups, is accomplished at either llation/field activity level or through cen- ngements at Headquarters MTMTS. The r Traffic Directorate at Headquarters arranges for the movement of passengers of 10 or more personnel as well as recruits from the examining stations to initial ases. Conversely, arrangements for the nt of individuals and small groups of nine passengers are accomplished by local In- l Transportation Officers under delegated authorities except that these local managers may also route bus and rail movements regardless of the number of passengers when the one-way distance does not exceed 450 highway miles.

MILITARY LEAVE TRAVEL FOR THE HOLIDAYS

Reduced travel rates for the 1969-1970 Christmas/New Year holiday period will be available to active duty members of the U.S. Army, Navy, Air Force, Marine Corps and Coast Guard and cadets of the respective Service academies who are on official leave, pass, liberty, furlough, or within seven days of discharge. Travel must be performed in uniform and at personal expense. For air travel only, a properly executed *Authorization for Commercial Air Travel* (DD Form 1580) must be provided each carrier.

Definitions

Military Reservation Fare: **Reduced fare reservations at approximately 67 percent of the coach fare with carriers listed in Chart One. Chart Two indicates "Blackout Periods" when these fares do not apply.**

Military Standby Fare (Non-reservation): **Travel on commercial flights, after all reservations have been claimed, at approximately 50 per cent of the coach fare. Passengers are not subject to bumping at enroute stops. No weekend or holiday restrictions. Carriers offering standby fares will permit confirmed half-fare reservations for authenticated emergency leave travel.**

THE AUTHOR

joining MTMTS Colonel Burton served as Chief, upport Services, Hq. U.S. Army Southern Com- and Zone. Other past assignments include duty Movements Branch, Plans Division, U.S. Conti- ny Command; Chief, Movements Division, 7th Command, Korea; Chief, Commercial Agreements Passenger Division, Military Traffic Management nd Chief Traffic Officer, Hq. Third Air Force.

Burton received his B.S. degree from University nd and an M.A. degree from George Washington . He attended the Command and General Staff Fort Leavenworth, Kansas, Northwestern Uni- d Army Management School. He is a former Vice President of the National Defense Trans- Association, Central and South America, and was recipient of NDTA's award for outstanding con- o the organization's preparedness programs. His wards include the Legion of Merit with oak leaf d Army Commendation Medal with second oak r.

The foregoing procedural rules are constantly in review to determine if the central management of 10 or more individuals and/or the 450 mile rule are the most practical divisions of routing responsibility from a traffic management point of view. A current in-depth study is exploring facets of this subject. Hopefully it will either confirm the validity of the present procedures or recommend changes. However, no change is contemplated just for the sake of change itself.

The Installation Transportation Office, commonly known in military parlance as the ITO, is the prime link between the passenger and the carrier. Procedures followed by the ITOs in developing transportation arrangements under their delegated authorities are concluded at the local level. MTMTS, acutely aware of the key management role played by the ITOs, recognizes that these offices are often in need of assistance due to rotation of staff personnel, demanding workloads in excess of capabili-

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CHART NO. 1
MILITARY FARES

AIRLINE	STANDBY FARE	RESERVATION FARE
AIR WEST		X
ALLEGHENY		X
AMERICAN	X	X
BRANIFF	X	X
CONTINENTAL	X	X
DELTA	X	X
EASTERN	X	X
FRONTIER	X	X
MOHAWK	X	
NATIONAL	X	X
NORTH CENTRAL		X
NORTHEAST	X	X
NORTHWEST	X	X
OZARK		X
PAN AMERICAN	X	X
PIEDMONT	X	X
SOUTHERN	X	X
TRANS-TEXAS		X
TRANS WORLD	X	X
UNITED	X	X
WESTERN	X	X
NEW YORK*	X	
SAN FRANCISCO*	X	

*Helicopters

ties and urgent requirements for which they have had little or minimal problem solving experience. Consequently, MTMTS has developed a continuing passenger assistance program which maintains open channels to receive inquiries and disseminate traffic information and advice. Responsiveness to field inquiries and appeals for assistance are the hallmark of this customer service.

The centralized management of groups is quite different. Initial requirements, always generated by an origin installation or other sponsoring activity, are transmitted to Headquarters MTMTS in Washington. With the exception of very minimal travel performed by staff members on an individual basis, MTMTS does not generate passenger requirements. Also significant, MTMTS obligates funds of other military organizations when arranging transportation. This responsibility is viewed very seriously.

MTMTS initially performs a quality assurance check of requests to determine that the stated requirements include the basic elements as to who will travel, the from and to points, availability time, the maximum allowable closure time at destination and special instructions as warranted. Restricted time frames between availabilit passengers and their required arrival assu cal proportions which influence the use ticular mode in some instances. Authentica ment requests are forwarded to each carri ation co-located with MTMTS in Washing resulting carrier offers of service are th ated. This is the most critical and exacti from a traffic management viewpoint. T cost service is not always selected, as the ov consideration is to provide service that a meets the mission requirement. However, matic that economics is an important facto

MTMTS, like many private enterprises ernment agencies, has turned to the con enhance proficiency in traffic managem MTMTS passenger program is known by nym "PASTRAM"—Passenger Traffic Ma System.

Seven recently developed operational su are now routinely used at MTMTS. One s can retrieve and provide data as to all movements for a specified date or date either visual display or printed listings. S can be used to good advantage when u "short fuze" changes in transportation ments or diversions are required. Durin recent interruptions of commercial passen ice resulting from management-labor disp immediate availability of data provided for expeditious arrangements of alterna portation. Print-outs are routinely provid nated "on-call" passenger movement spec assure response to such situations or oth ment problems should they occur during hours. Management and statistical report to meet specific needs are valuable by-pr PASTRAM operational applications.

Future development of PASTRAM wil mode evaluation of service offers. At pr major Army installations are linked to H ters MTMTS by the Passenger Moveme data communication system utilizing IBM transceiver equipment. A direct communic between carrier association representative PASTRAM computer complex is under c tion.

The administration of Passenger Standi Orders for recruit movements is another passenger traffic management exercised quarters MTMTS. These route orders, cur excess of 400, are designed to identify feasible mode and carrier for selected grou cruit traffic. Mode and route determination are made by MTMTS specialists trained to these technical tasks. Staff personnel of t

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ations are relieved of traffic problems and are le to devote their energies to the primary of processing inductees. Administration umentation is always a challenging area to ffic manager. Significant achievements in ea ultimately result in more efficient and e transportation service. An example of such cation is the bulk ticket purchase program multiple tickets are procured by many in- n transportation officers through the issu- a single Government Transportation Re- The Comptroller General has recently al- further expansion of this program, in re- to an MTMTS proposal, by increasing both retary and time limitations. A 60-day supply ets may now be purchased rather than the supply previously allowed. The monetary ons have been raised from $10 one way and nd trip, to $15 and $30, respectively.

e and other efforts to improve the traffic ment of DoD sponsored passenger move- will continue. One item receiving increased n from both a personnel and a traffic management standpoint concerns non-productive or "pipeline" time. There is no defense against the thesis that a man's time is invaluable and that minutes and hours wasted or lost cannot be retrieved. Transportation provides the means to move an individual from one place to another in order for him to resume training and/or military operations. Although an essential link, transportation is "pipeline time." Thus, reductions in transportation time, or "the pipeline" results in manpower savings with other attendant economies.

In addition to managing military movements at Government expense, MTMTS also monitors military leave travel wherein the individual selects and pays for his own transportation. Special actions are taken each year in anticipation of the heavy military leave travel demands during the Christmas/New Year holiday period. Flexible Service leave policies are encouraged by MTMTS to afford post and base commanders some latitude in developing local holiday schedules. In turn, carrier association representatives are advised of Service plans to permit adjustment of schedules and maximum utilization of capabilities to meet seasonal requirements. These efforts are designed to avert civilian peak travel periods wherever possible, to provide maximum transportation options to the serviceman and allow him to take advantage of reduced fares offered for leave time.

With the 1969 Christmas/New Years holidays but a month away, many installations are in the midst of planning transportation for the thousands of service personnel who will be granted holiday leave. As in past years, extra efforts are being made by MTMTS to achieve maximum circulation of reduced fare data and advice as to "blackout periods" when reduced fare reservations will not apply. Leave information, as it appears in this issue, has been distributed for publication in various Traffic Management Information Letters and through press releases to the *Army*, *Navy*, and *Air Force Times*. Other hand-out material has also been made available to the Services for further distribution to ITOs.

Looking to the future, revolutionary technological advances in passenger equipment, communications and data processing are here or on the horizon. These innovations offer new challenges to the professional traffic manager. Current procedures, techniques and movement concepts all must undergo critical review in light of these changes. The traffic manager must approach the future with an attitude of boldness and imagination equal to the range and magnitude of these advancements, at the same time weighing decisions for prospective changes on a prudent and practical level.

CHART NO. 2

DECEMBER 1969

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1200				1200	
1	2	3	4	5	6
8	9	10	11	12	13
15	16	17	18	19	20
22	23	24	25	26	27
29	30	31			

JANUARY 1970

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3
5	6	7	8	9	10

CATE WEEKEND RESTRICTIONS ON MOST AIR CARRIERS WHERE RESERVATION FARE ABLE.

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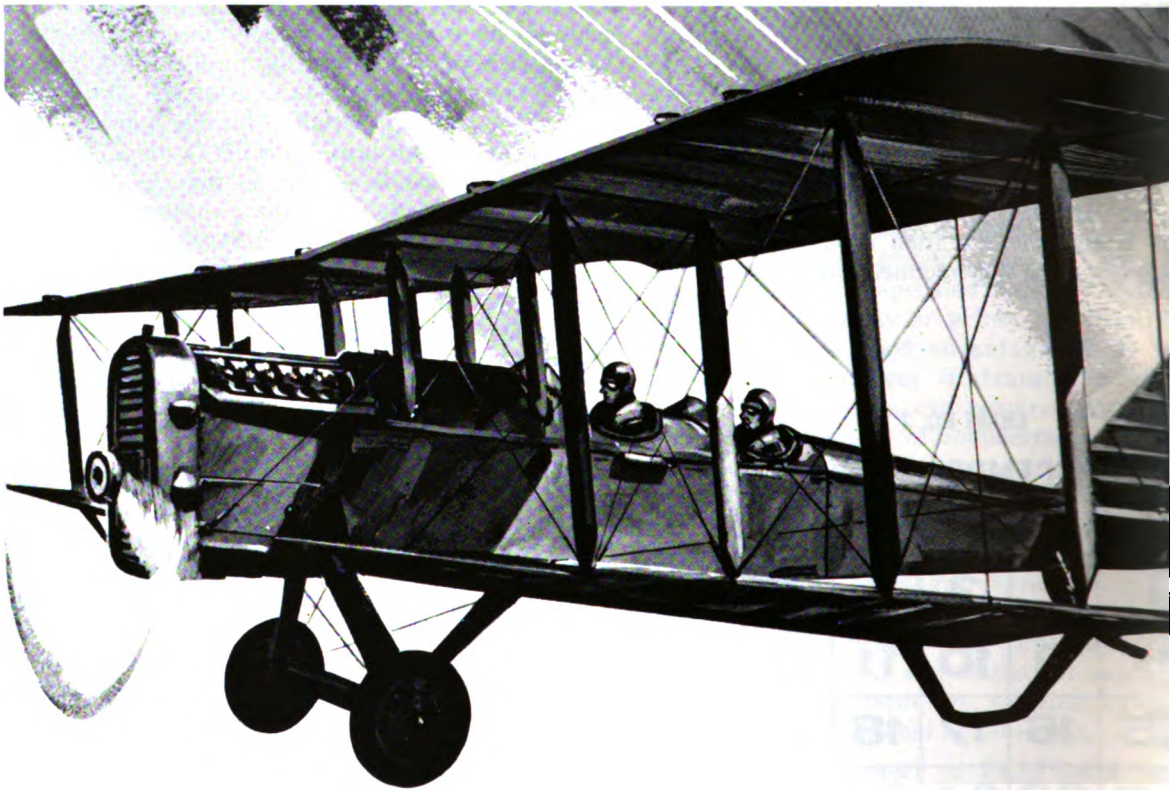
"A *long the trails to the Klondike the weary and unburied bones of hardy pioneers, who fell from exhaustion and privation as they followed the glistening specter of gold, will turn over in awe at flyers who pass over their resting places in the twinkling of an eye. The Age of the Air is upon us, and it is beyond the power of mere man to hamper its magnificent development.*"

These words, published in *Air Service Newsletter*, heralded the beginning of an ambitiou taking, a four-plane aerial expedition fro Field, New York, to Nome, Alaska, on July

The journey ahead was no grandstand though the Army Air Service hoped it wou in new support for military aviation. The reason for the flight was to establish an to the northwest corner of the American so that, should the need arise, Air Servi



THE PATHFINDERS

by

Harold L. Craven

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Mitchell greets the Alaskan
their return to Bolling Field
shington, D.C.

moved to the continent of Asia by direct
During their stopover at Nome the aviators
to make a 100-mile hop to Cape Prince of
a point approximately 50 miles from Asia.
and mechanics chosen to man the four de
hd biplanes were considered the best avail-
aptain St. Clair Streett, expedition com-
and pilot of aircraft number one, had been
the first American flyers overseas in the
war and had been cited by General Pershing
service in France. He was qualified in almost
nodern type of airplane. Sergeant Edmond
ues, his mechanic, was one of the Air Serv-
p Liberty motor specialists.

d in command, and pilot of the second ma-
was First Lieutenant Clifford Nutt. He
hare the controls with Second Lieutenant
elson, engineering officer for the expedition.
lyers had more experience in Liberty-pow-
Havillands than any other two aviators in
Service.

third machine was piloted by Second Lieu-
C. H. Crumrine, a highly experienced aviator
uld double as photographic officer. Liberty
pecialist Albert T. Vierra was his mechanic.
number four was piloted by Second Lieu-
Ross C. Kirkpatrick, a veteran of the previ-
r's Transcontinental Reliability and Endur-
ace. He had several hundred hours of cross-
flying logged. Master Electrician Joseph
lish, who could take a Liberty motor apart
and reassemble it blindfolded, was Kirkpatrick's mechanic.

The day the four planes departed Mitchel Field was one of the worst encountered on the entire flight from the standpoint of visibility. The airmen couldn't see the ground from a height of 1,000 feet, so three of the planes dropped to 500 feet. Captain Streett, however, climbed to 8,000 feet to get out of the fog and got separated from the others who proceeded to Erie, Pa. The other three planes waited for him there and he joined them on the following day.

Heavy rains soaked the field at Erie, making takeoff conditions hazardous. When the planes made the takeoff run through mud and water, Crumrine's machine nosed into the marsh at the end of the runway. He managed to cut the engine in time to avoid damage to the propeller. A quick check of the airplane showed no damage, so he made another takeoff attempt, this time successfully.

Leaving Erie the flyers cut directly across the lake against a strong headwind for a distance of 85 miles. They were out of sight of land for an hour and a quarter and, due to haze, had no horizon line to guide them.

Grand Rapids, Mich., gave them a royal reception. They flew to Winona, Minn., on July 22, where they received an invitation from the Twin Cities Aero Club to land at St. Paul and Minneapolis. Although this was not a scheduled stop, they accepted and remained there until the 24th,

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then took off for Fargo, N.D. This flight took them out of the forest and lake region into flat grain country where the prairies were so level it seemed as though they might have taxied over them. After resting overnight at Fargo they flew to North Portal, a railroad junction just across the Canadian border.

On July 26 the expedition left North Portal for Saskatoon, Saskatchewan, making 310 miles in three hours, aided by the first tail winds encountered on their journey. They remained there overnight as guests of the Canadians, then departed for Edmonton, Alberta.

About 100 miles out of Saskatoon they left the prairie country and flew over forests, lakes and rolling hills, some of them more than 6,000 feet high. Upon reaching Edmonton Sergeant Henriques found a leak in the fuel tank of Streett's airplane and they were delayed three days making repairs.

The first attempt to leave Edmonton was unsuccessful. They traveled 100 miles at 300 feet altitude, due to low clouds, then had to turn back when flying conditions became worse. On the first of August they tried again and despite a stiff headwind managed to reach Jasper National Park. There they landed on an airfield measuring 600 yards in length, one of the best on their route, and were greeted by the game warden who provided them tents and a Chinese cook.

"By this time," Lieutenant Nutt said later, "we were all feeling very much in need of a bath. We set out expecting to take a dip in the Athabaska River, but were advised against it because of the extreme coldness of the water. So we chose instead a little lake about a half mile away which we were told was a good bathing place. Someone stuck his foot in the water to test it and remarked that if the Athabaska was colder than this, then it must be a record breaker. We took off our clothes to brave the frigid temperatures anyway, but some of us still hadn't quite made up our minds to dive in. Then a swarm of mosquitoes, the most ferocious I have ever encountered, made up our minds for us. It is impossible to conceive of the multiplicity and ferociousness of the mosquitoes in this region. Once we had escaped them by getting into the icy water we dreaded to get out and face our flying tormentors."

By building smudge-fires around their encampment and sleeping close to a bonfire the flyers managed to get a little rest in spite of the mosquitoes. They got off to an early start next morning and three planes reached Prince George, British Columbia, in two hops. Captain Streett's plane had run into difficulties shortly after leaving Jasper. Sergeant Henriques was at the controls of the biplane when it caught fire due to the being too full and overflowing down the pipe. The sergeant quickly put the plan sideslip, intending to land in a river, but descended the change of angle of the plan the flow of oil and the fire extinguished

The others received a wire from Streett ing his delay. By this time darkness h and flares were lighted to guide him to way. The outline of the field was somewh nite, however, from Streett's position. He too fast, overshot the landing area, and stump that sheared four feet off the edg left wing, breaking both main spars and all the ribs out. The left half of the h stabilizer and the left aileron were also Fortunately, neither occupant was injured

The nearest replacement wing availabl Mather Field, Sacramento, Calif. Rather th the flight awaiting its delivery the aviator to do the best repair job possible and their journey. With the help of a local who had some excellent spruce timber was rebuilt. Kirkpatrick obtained some nitrate, unrefined banana oil, and anil ace mixed it together to form aircraft dope. T pooled the aircraft fabric they had broug for just such emergencies, covered the wing with it, and applied the "dope." good "dope," however, for the linen fabri out to be almost as flabby after it had dr

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en before application of the concoction. They d to use it anyway.

ther conditions resulted in additional delays ince George, however, and they were guests iberjacks in the frontier town until August 13. expedition reached Hazelton without diffi- and remained there overnight, then set out rangell, Alaska. Maps indicated that this ry had mountains ranging in heights from to 7,000 feet. It was known, however, that g of their journey was over country largely ored. They had to climb about 10,000 feet to ate some of the terrain. When they arrived Wrangell they headed for the only landing vailable, on little Sergeif in the Stickine

dents of Wrangell had learned earlier in the the impending arrival of the flyers. When st word came in the mayor declared a holi- lags were posted on all the principal build- nd mill whistles and bells were sounded to l everyone in the vicinity that the planes oming. Throughout the afternoon small boats l to Sergeif Island, loaded to capacity with gers. Barrington Transportation Company's B No. 3, floating a scow which was loaded limit with passengers, had already reached land, having departed at noon. As no word en received from Hazelton regarding time of there was no way of guessing when the would arrive. The hands of the clock turned essly. One o'clock, two, three, four. Some raged spectators began making preparations home when there was a shout: "Here they The four planes roared over the landing circled once, then machine number four, l by Kirkpatrick, landed, followed by the Streett came in last, seven minutes after atrick had touched down. The flyers partook rangell's hospitality until August 16, then ued northward.

m Wrangell they traversed a route patrolled nadian Mounted Police and dotted with neat tations at intervals of 40 to 50 miles. The took them across Lake LaBarge, so well to readers of Robert Service's poetry. Lieu- Crumrine blew a tire when he landed at horse. In order to continue the trip he used o pack the casing and wrap the outside. The hift repair job permitted him to go on to n where they touched down in time for the ery Day celebration. On this date just 22 earlier the first Alaskan gold had been found nanza Creek, and everyone was making the f the holiday. The people not only welcomed ers—they practically gave them the town.

The flight to Fairbanks was a desolate journey until they encountered a clearly marked trail cut 19 years earlier under the direction of General William Mitchell, then a 21-year-old lieutenant. Purpose of the trail was to establish a telegraph line which was to connect with a cable to Siberia, a project which was later abandoned.

Approximately 2,000 people, the entire population of Fairbanks, greeted the expedition when it arrived on August 19. The community of Ruby was reached on the following day. A sand bar appeared in the river at the right time and they landed the planes on it, after Streett decided it was a safer spot than the landing field previously selected.

Enroute to Nome, on August 23, the aviators flew the coast of the Bering Sea where they passed over a school of white whales and several long-haired seals. They saw a herd of reindeer at Golovin Bay. Weather and visibility were bad for a large part of this final leg of the flight however, but a combination of skill and good fortune enabled them to reach their destination without mishap.

The flyers received numerous souvenirs during their trip, particularly at Fairbanks and Nome. These included gold nuggets, reindeer-hide parkas, and honorary memberships in various local organizations. Dawson citizens made them honorary members of both the Yukon Pioneers and the Alaskan Pioneers, and at Whitehorse, Yukon, they were presented memberships in the Squaw Mans' Union. Most interesting of the souvenirs, however, were Alaskan dogs which were part wolf and part Alaskan Husky.

Expedition members rested at Nome until August 31, except for brief local flights, including the hop to Cape Prince of Wales and back. They returned to New York along the same route, arriving at Mitchel Field on October 20, accompanied by an aerial fleet that joined them over New York City and escorted them to Mitchel.

After being honored for their history-making flight by New York City the flyers were ordered to Bolling Field near Washington, D.C. There they were given red-carpet treatment by high-ranking military and civilian officials.

They had flown the 9,000-mile round trip in approximately 110 flying hours without having changed engines and without injury to any of the flyers. Proponents of military aviation saw in their accomplishment a promise of many advantages for the future, including eventual establishment of aerial mail and passenger service to Alaska.—*Reprinted with permission, from* THE AIRMAN, *official magazine of the U.S. Air Force.*

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TRANSPORTATION PROCEEDINGS is published monthly by the Military Traffic Management and Terminal Service, a single-manager agency for Department of Defense transportation functions under the Secretary of the Army. Its purpose is to provide timely, authoritative information on policies, plans, operations, and technical developments in the defense transportation field.

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DECEMBER 1969

Transportation Proceedings

TRANSPORTATION: A KEY TO MARINE CORPS EFFECTIVENESS

by Major General Wallace H. Robinson Jr.

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December 1969

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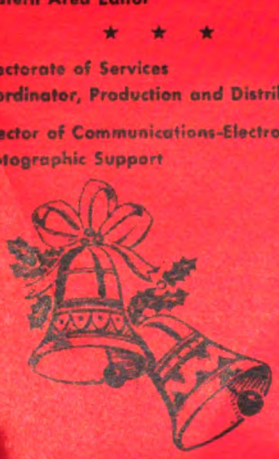

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Headquarters, Department of the Army, 21 March 1969.

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Editorial Comment

The lead article this month by General Robinson, and its companion piece by Captain Hemlepp, which serve to explain the role and importance of transportation in Marine Corps operations and describe the Corps' logistical experiences in Vietnam, inspire a number of interesting observations.

First and foremost, this evolutionary vignette of Marine Corps transportation functions in Vietnam unmistakably parallels some of the early experiences of "joint operations" in World War II involving all of the services, and the development of strategic concepts which followed. Here, within a single "combined arms" command, we see a play-back, condensed version of what has occurred in tri-service military transportation and traffic management during the last quarter of a century. In meeting the logistical challenge of Vietnam, the Marines once again have demonstrated a kind of versatility that has become their tradition.

Last month the Corps celebrated its 194th Anniversary. From their early beginnings when most missions were to serve as "shore landing parties" intended to project American seapower onto a hostile shore, the Marines have come a long way. Circumstances have required that they branch out into several areas. Not only has a "combined arms" concept for the Corps made an air component mandatory, but circumstances in the Pacific Theater in World War II, and again in Korea and Vietnam, have dictated an expanded role on land for extended periods. Employment in the role of "a temporary holding force" has been comparatively infrequent. The early sobriquet, "soldiers of the sea"—so descriptive in the day when their logistical problems were identical with those of the Navy—no longer seems adequate.

Escalation of their responsibilities in Vietnam during 1965 and 1966, and expansion of their tactical area of responsibility, compelled innovations in logistical management which was a new experience to them but a task to which they proved themselves equal.

Their early recognition of the need to consolidate movements of personnel and supplies, to centralize traffic management functions, to establish control over movement of Cargo—to effect responsive distribution and for improved utilization of available transportation resources—makes for interesting reading. Their employment of every conceivable means of transportation is an arresting example of "intermodality". Inclusion of a Staff Traffic Management Officer on the Special Staff of the Commanding General is reassuring, and indicative of a progressive outlook.

The Editors

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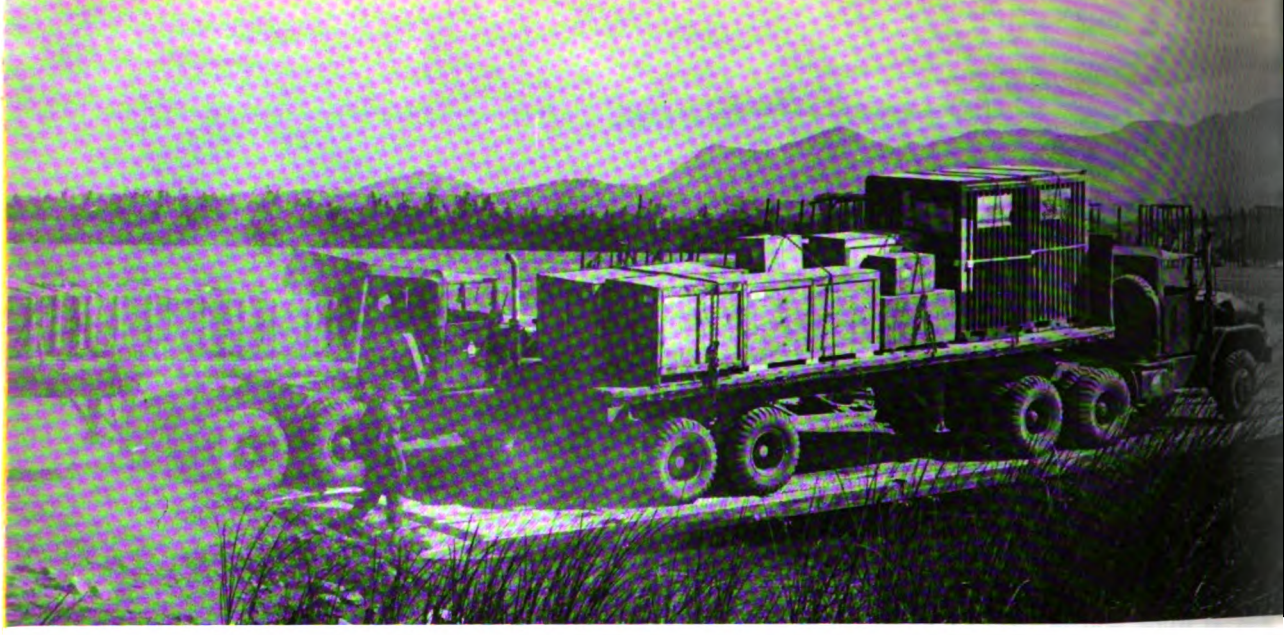

TRANSPORTATIO

Twenty-five years ago an amphibious corps of U.S. Marines assaulted the most strongly-entrenched enemy the Corps has ever faced. The Japanese defenders, 20,000-strong and fanatically brave, planned to annihilate the American invaders on the beach.

The point of contact was Iwo Jima—eight square miles of hell 8,000 miles from America's industrial base.

That battle, of course, has become an epic of amphibious warfare history. Of the hundreds of factors that made our victory possible, two were all-important—the courage and sacrifice of the individual Marine and the fleet's logistical efficiency. Even in Tokyo's backyard the Marine Corps was able to evacuate and replace casualties, to feed and equip our men, to provide fuel for our machinery and ammunition for our weapons. Transportation was one of the keys to Marine Corps logistical superiority.

The Marine Corps has developed this superiority during the decades in which we have demonstrated our capability to complete our assigned missions. And we still have it today, as evidenced by the support provided to our Marines fighting in the Republic of Vietnam. Adequate transportation is not a "nice to have" commodity for the Marine Corps. It is essential.

The Marine Corps is the Nation's prime
ious striking force, tasked by law with mai
the ability to project American seapowe
hostile shore. Modern technology has not
the need for the Marine Corps specialty,
likely to in the near future. Thus far in
for example, Marines have made more
tactical, seaborne landings along the dens
lated coastal plain. In the post-Vietnam p
U.S. must maintain all the options from
force" to total war capability. With fixed
bases and overfly rights at the mercy of
national interests, the sea-based landing f
become more and not less essential.

The Public Law that defines the Mari
Mission also provides for "fleet Marine
combined arms"— in other words, land, se
elements. One such force supports the
Fleet, the other the Pacific Fleet.

Traditionally, these forces comprise the
"fire brigades." Parts of them are alw
ployed near potential trouble spots. The
kept ready for immediate embarkation.
never know how many incipient conflicts h
squelched by the mere appearance of an am
ready group in nearby international water

The Marine Corps, then, by law and cust
land, sea and air components in a high

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by
Major General Wallace H. Robinson Jr.
Quartermaster General
United States Marine Corps

(ey to Marine Corps Effectiveness

ss. This composition and posture generate transportation requirements.

rief look at our history reveals how the Corps transportation problems evolved with ssion, and how Marines have resolved them. ng the American Revolution and for many hereafter, Marines manned Navy warships ll arms marksmen and landing party per- In 1776, Marines successfully stormed their and, New Providence in the Bahamas. From rt the Marine Corps was a separate service the Department of the Navy. In the early the Navy's logistics were the Marines' as

ng the capture of Vera Cruz in 1847, Marines n steamboat transportation and draft ani- y the turn of the century, Marine detach- were stationed at naval bases throughout ld, including the coaling stations at Pearl and Samoa.

ed trucks and armored cars were first used when General Pershing went after the bandit, Pancho Villa. Marines were in- n that campaign.

e end of World War I the motor vehicle ecessity.

Corps' air arm dates from 1912. Although aviators saw limited action in the Great War, their participation in the pre-World War II "Banana Wars" furthered military aviation and gave shape to our own concept of close air support.

In Nicaragua and Haiti, Marines moved men and gear by schooner, gasoline-powered motor boats, barges, skiffs, canoes and pack animals. Studies conducted in 1929 concluded that tractors showed promise for marginal terrain operations.

Prior to Tarawa, Marines had speculated about the need for amphibian tractors. Experience there confirmed these beliefs, and the reef-crossing "amtrac" became a priority item in the Marine Corps supply system.

Throughout our World War II operations the Marine Corps concept of "combat unit loading" of amphibious shipping served us well. Ships were loaded with an eye to accessibility, accepting the resultant loss of some cargo space. Each amphibious assault ship carried a Marine officer designated the transport quartermaster. He had to know the weight and dimension of each item of Corps gear as well as the loading characteristics of his ship. With this knowledge and knowledge of each particular operation, he worked out the relative priorities for combat unit-loaded items.

One result of our experience in the Pacific war was the establishment of shore party battalions. These units, organic to the Marine division, aid the

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Khe Sanh Marines manhandle supplies from a CH-53 SEA STALLION at the northwestern-most combat Corps.

Navy beachmasters in moving supplies over the beaches.

Navy innovations essential to Marine Corps victories were the LST, LSM and LSD. The amtracs and other light attack craft so critical to our successes were built by the Navy's Bureau of Ships to Marine Corps specifications.

World War II was by no means the final chapter in the development of amphibious warfare. In Korea, Marines pioneered in the use of the helicopter for troop lift, medical evacuation and combat resupply. Vertical assault doctrine written in the mid-1950s by a special studies group at Marine Corps Schools, Quantico, Va., is now standard operating procedure for conventional warfare. Both the Army and the Marine Corps have relied heavily on helicopters in Vietnam. Action is now underway to add a new and more effective family of amphibian tractors to the Marine Corps inventory, and we are continuing to modify the doctrines and refine the techniques of the assault from the sea.

Due to the availability of Military Airlift Command, Military Sea Transportation Service, and Military Traffic Management and Terminal Service, we now have a tripartite response to transportation requirements: our own organic transport pability, the Navy's attack and logistical earmarked or available for our use, an sources of the three single-manager trans agencies.

Presently the Marine Corps organic spans a wide range of sophisticated equip cent equipment additions were the heavy- 53D helicopter, our new amtracs, and marginal terrain vehicles.

Navy cargo and personnel carriers co support Marine Corps combat operations ing exercises and many of our tactical m In addition, their amphibious assault ve augmented by a small but growing flee copter carriers, tailored for use by Marine landing teams and Marine Corps suppor copters.

The three military transportation agenc MSTS and MTMTS, handle the bulk of o istrative requirements. Our Vietnam ope lustrate the massive support they have gi

Marines led U.S. ground combat troops Vietnam conflict on March 8, 1965. Until 75 percent of the Marines going to W

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istics Command airdrops supplies to waiting in-

a MSTS ships. Within a year our multi- n contingent grew into the III Marine Am- s Force (III MAF) consisting of two divi- nd a heavily reinforced aircraft wing.

the personnel buildup for Vietnam the num- replacements being processed through the battalion at Camp Pendleton, in California, d ten-fold. Marines were completing prede- at training on a daily basis, thus providing a t flow of trained replacements.

steady flow of personnel necessitated more re reliance on MAC channel flights. The rs saved by using air instead of surface rtation caused the Corps to shift to prime on airlift early in 1966. However, assur- s needed that air transportation resources uate numbers would be available to move , in a timely manner, with minimum delay e time of completion of the training cycle. mmodate this requirement, the use of Spe- signment Airlift Missions (SAAMS) type nder the auspices of MAC, was instituted. Marine Corps Air Station at El Toro, Calif., north of Camp Pendleton, was designated al port of embarkation for SAAM flights. The proximity of El Toro to the training site at Camp Pendleton made possible 100 percent utilization of space on the out-bound flights to Danang. At the same time the steady flow of returnees from Vietnam provided effective utilization on the return trips to El Toro.

In arranging SAAM flights, the Marine Corps states requirements for a designated number of round trip flights per month. The requirements are submitted to MAC 60 to 90 days in advance of the operating month.

MAC channel requirements support direct port call operations. These requirements are submitted 80 days in advance of the operating month, in terms of total requirement by channel. Also MAC channel flights support Camp Pendleton replacement overflow. This provides flexibility in case the training cycle either exceeds or falls below the programmed SAAM lift requirements.

During Fiscal Year 1969 approximately 51,000 Marines were transferred from CONUS to WESTPAC via SAAM flights and approximately 36,000 were transferred via channel flights.

This use of SAAMs and MAC channel flights

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Supplies are unloaded on l ing Operation Double Eagle

satisfied Marine Corps personnel pipeline requirements with the least loss of man-years.

To facilitate and coordinate the movement of Marines from CONUS to Pacific activities, a Movement Coordination Center was established at Camp Pendleton on October 1, 1969. The West Coast Movement Coordination Center (WCMCC) is our latest refinement in the transportation system for movement of personnel. The flexible response provided through consolidating our scheduling of channel flights, MSTS, and commercial airlines requirements shows promise for greatly increasing the efficiency of Marine Corps movements.

As with the personnel transportation function, the consolidation of supply movement efforts has helped the Corps accomplish our mission in Vietnam. During March 1965 a Brigade Logistic Support Group (BLSG) was established in the Republic of Vietnam to support the Marines there. When III MAF was established in May 1965 the BLSG became a Force Logistic Support Group (FLSG).

As the number of Marines in Vietnam escalated during 1965 and early 1966, further logistical organizational innovation was necessary. Hence, in March 1965 a provisional organization, identified as the Force Logistic Command (FLC), was activated with its headquarters located at Danang. Principal subordinate units were FLSGs positioned as Chu Lai and Danang. Essentially, supply and logistics personnel representing four Marine organizations were the nucleus and assisted in the development and evolution of the FLC, wh specifically task organized in support of t nam operations. These organizations were and 3rd Service Battalions and the 1st Force Service Regiments.

These consolidated efforts resulted in ce tion of traffic management functions and over cargo movement, and improved respo for distribution of cargo and utilization able transportation resources.

Marine Corps SEA logistic support l aided by vast improvement in the area of erized freight.

Marine hooks up load of ammunition for extern to Marine fire support base as companion signals to guide helicopter.

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ns arrive by helicopter dur-
at sweep near Phu Bai.

rly as 1963, the Marine Corps experimented multi-purpose modular container, con- of a double flue fiberboard material, plastic It was expendable, reuseable under certain ns, weather resistant, relatively inexpen- id could be shipped knocked-down. Marine vestigation of a general purpose container an in 1963. Marine Corps tests proved that rization of shipments could speed up the nt of cargo with substantial economies re- from reduced requirements for protective ng of individual cartons, particularly when a controlled traffic pattern, as between the Marine Corps Supply Center, Barstow, Calif., and our 3rd Force Service Regiment, Okinawa. Specifically, supply response and effectiveness were enhanced by reductions in packing and preservation costs, export marking requirements, supply processing time, and loss and damage.

As hostilities in Vietnam intensified it became apparent that not enough CONEX containers were available to meet Marine Corps requirements. Early in 1966, with the assistance of MSTS, the Marine Corps made arrangement with the American President Lines and other shipping lines to use their containers for traffic originating at Barstow and destined for Okinawa.

Excluding major equipment items and ammunition, the Marine Corps now ships 18 percent of its cargo by the container mode. To achieve cost effectiveness, our supply center at Barstow designed a loading template to attain maximum cube utilization of container cube capacity and assure balanced loading. This has resulted in average loading of 82 percent of capacity per Sea Land trailer loaded.

These quantities really tell only part of the story. Under existing service support agreements in the Republic of Vietnam, the Marine Corps receives common supply support items — *e.g. rations* — through the Naval Support Activity, Danang. Most of this cargo is shipped containerized from CONUS supply sources.

We in the Marine Corps are well aware that future commercial container systems will exert a

of "C" Company, 11th Engineer Battalion, wait to board a transport ship at Cua Viet for a Okinawa.

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Leathernecks of 1st Battalion, 9th Marine Regiment, board a transport aircraft at Quang Tra for the ride t

controlling influence on the movement of military cargo and equipment.

Another promising development arising from Marine Corps experience is the use of Roll-on/Roll-off (RO/RO) shipping. In 1967 MSTS initiated RO/RO mobile-loaded cargo service from Okinawa to Danang. They utilized the *SS Transglobe*, a ship capable of carrying 137 12-ton capacity M127 trailers, 24 two-and-one half ton trucks, and 60 CONEX containers on a single sailing. An interservice support agreement with the U.S. Army's 2nd Logistic Command on Okinawa has intensified RO/RO operations by making available to the Marine Corps up to 350 M127 trailers.

The RO/RO system greatly expedites port clearance, and subsequent movement of cargo-loaded trailers to using or storing units. It reduces handling to a minimum, thereby increasing port throughput capability. The unloading time for the *SS Transglobe* is 16 hours, 71 percent less than the 56 hours required bv conventional boom and sling method.

These developments in the movement of materiel have given the Marine Corps an increased capability to meet SEA logistic requirements. The cooperation and assistance of MTMTS, MSTS, MAC and commercial transportation agencies in this effort has been magnificent.

The Assistant Chief of Staff, G-4, establishes overall logistic policy for the Marine Corps, and works with the Joint Chiefs of Staff (Special Assistant for Strategic Mobility. The Supply De headed by the Quartermaster General, ha sibility for all phases of transportation a management. The Quartermaster Genera the principal Marine Corps member of Transportation Board.

Our internal transportation organizati signed to complement Defense Departme systems and the Marine Corps supply syste

The Department of Defense develop STRIP, MILSTAMP, MILSTEP and MI early in 1960. The Marine Corps Unified Management System (MUMMS) impleme automated supply and transportation ma systems, and provides for the centralized ing and management of the Marine Cor system.

Eight Marine Corps remote storage throughout CONUS receive, store and ship At these installations, electronic data p equipment is used to select the most e mode of transportation, based on establis ping rates and tariffs resident in the The entire issue and movement cycle is g bility through a management reporting s signed to assure constant logistic effective

Future Developments

The Marine Corps Development Center tico, Va., has responsibility for develop evaluation of the containerization progra

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with other services, and participation in r projects. Among the projects currently udied by the Development Center are:

EET MARINE FORCE (FMF) CON-RS—a project has been established to de-new family of modular containers for use t-out containers for FMF units. The con-must be light-weight, inexpensive, reusable gned to meet amphibious warfare logistical requirements.

ELD WAREHOUSING CONCEPT—sched-evaluation by the Development Center is ditionary field warehouse complex contain-shelving and palletized material. This concept is designed to support infantry s in the field.

MPHIBIOUS SHIP CARGO HANDLING MS—the Development Center monitors im-nts to amphibious cargo handling systems e proper interface operations with Marine rtical assault equipment. Also under study capability to handle unitized cargo, in-master pallets and containers that may be y Marine helicopters .

HIP/HELICOPTER EXTENDED DELIV-STEMS (SHEDS)—the SHEDS concept is d a ship with containers for deployment to veloped areas lacking deep water ports, and by heavy lift helicopters. The Development has responsibility for determining the inter-the SHEDS concept with Marine Corps er/logistics procedures.

ONTAINERIZATION IN AMPHIBIOUS LT—this is a Navy Amphibious Warfare Atlantic, project with Marine Corps repre-n from the Development Center. The pur-this project is to determine existing con-izes, types, and weights that can be handled s, landing craft, aircraft, amphibious ve-ranes, forklifts and trucks.

re also monitoring current developments in of transportation equipment, such as the per-transports and the proposed V/STOL rts.

ltimate objective, of course, is accomplish-f our present missions and readiness to uture assignments. We in the Marine Corps rselves on those two factors: cost-effective nce in our assigned tasks, and constant dness for other tasks. Adequate transporta-helped the Corps attain those goals in the d it continues to do so today. The Marine counting on it for the future.

THE AUTHOR

Wallace H. Robinson Jr. was born February 11, 1920, in Washington, D.C., where he was graduated from Roosevelt High School in 1936. He attended Virginia Polytechnic Institute, graduating in 1940 with a Bachelor of

Science degree in civil engineering, and was commissioned a Marine Corps second lieutenant in June 1940.

While serving overseas during World War II in the Second Defense Battalion, 2nd Marine Brigade, FMF, he rose from lieutenant to major, participating in the occupation and defense of the Samoan, Wallis and Ellice Islands. In November 1943, still with the Second Defense Battalion but attached to the Second Marine Division, he participated in the assault and later the occupation and defense of Tarawa. Returning to Kaui, Hawaiian Islands, in March 1944, he served as executive, then commanding officer of the Second Antiaircraft Artillery Battalion.

After post-war assignments at Camp Pendleton, Calif., and Parris Island, S.C., he was promoted to lieutenant colonel in October 1949 and assigned duty at Headquarters Marine Corps, Washington, D.C., as Assistant Director, Utilities and Public Works Division, Supply Dept. At the onset of the Korean conflict in 1950 he was assigned as Officer in Charge, Marine Corps Coastal Survey Team #1 in the Persian Gulf Area. He was promoted to colonel at Barstow, Calif., in 1958 and selected for assignment to the Industrial College of the Armed Forces in 1959. Upon graduation he was named special assistant to the Quartermaster General until March 1962, then selected to serve as a member of the Secretary of the Navy's Planning Staff for review of the management of the Department of the Navy.

Following assignments as Commanding Officer, 3rd Force Service Regiment, 3rd Marine Division, FMF, on Okinawa and duty as Chief of Staff, Marine Corps Supply Activity, Philadelphia, he was promoted to brigadier general in March 1966 and given command of the supply activity. While on that assignment he was promoted to his present rank, on August 1, 1967. He assumed his current assignment as the twentieth quartermaster general of the Marine Corps on March 1, 1969.

In addition to his engineering degree, General Robinson holds the degree of Master of Business Administration, which he received from George Washington University in 1961. He is also a registered civil and industrial engineer. His medals include the Legion of Merit and the Navy Commendation Medal.

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"Victory is the beautiful bright coloured flowe
is the stem without which it could never have blo

— WINSTON CHU

The Stem of the Flower

In early 1965 the political and military situation in South Vietnam had deteriorated to a point where it was necessary to dispatch U.S. troop units to that country. So, in March of that year preparations aboard naval vessels off the shore of South Vietnam were exacting. These preparations were readying elements of the Ninth Marine Expeditionary Brigade to go ashore at Red Beach near Danang, RVN.

This amphibious landing was by no means something new to the Marines. From the British island of New Providence in the Bahamas to Guadalcanal, Korea, and Lebanon, the U.S. Marines have assaulted beachheads successfully. In fact, this job of troops embarked aboard amphibious vessels, coupled with naval gunfire and close air support, was old hat to our "soldiers of the sea."

Logistic support for these first forces at Red Beach was provided by the Brigade Logistic Support Group which had been formed in early March and was landed at Danang on March 22, 1965. The Group consisted of elements from the 3rd Service Battalion, the 3rd Force Service Regiment, the 3rd Medical Battalion and Headquarters Battalion, 3rd Marine Division. These were organized into headquarters, supply, maintenance and shore party sections with a total of about 25 officers and more than 400 enlisted men. At the time, this Group was adequate to support the forces over the relatively small area occupied.

But as more Marine troop units arrived and the tactical area of responsibility expanded, support elements had to be increased. O 1965, the Brigade Logistics Support G redesignated Zone Logistics Support Grou Redesignation was accompanied by an in functions, and graves registration, air del laundries became responsibilities of the G

Soon the 1st Marine Division hit count with it came a Force Logistic Supp (FLSU), which set up a base of operatio Lai. This build-up and scattering of fo tinued, and by January of 1966 there wer inforced Marine divisions, a reinforced w the Headquarters Third Marine Amphibi (MAF), in country, dispersed from Chu through Danang to Phu Bai and on up to With them at each location were logisti elements.

Force Logistic Support Group Alpha w operational and administrative control of Marine Division. The Support element o Marine Division, later designated as Force Support Group Bravo, was under operati administrative control of the 1st Marine There was an FLSU at Phu Bai and a Dong Ha.

Logistic support agencies were widely geographically and functioning under sepa trolling headquarters with two separate pi logistic support. It became evident that

by
Captain William M. Hemlepp, USMC
Staff Transportation Officer
Personal Property Directorate
Headquarters MTMTS

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nent was inadequate and inefficient to meet
upply, maintenance and service support re-
for the Marine units operating in I Corps.
Commanding General, Third Marine Am-
us Force, convened a study group to formu-
lans and procedures for a Force Logistic
. The Commanding General, Third MAF, was
ted the following proposals by the study:
ish a Headquarters, Zone Logistic Command,
ig the nucleus from Force Logistic Support
s Alpha and Bravo. Pass Operational and
istrative control of FLSG's Alpha and Bravo,
ng the two support units at Phu Bai and
Ha, to the Zone Logistic Command. The goal
attained was effective, efficient sustained
support to all of the Third MAF, with
staining, balanced, mobile logistic support
its.

study group recommendations were approved
Commanding General, Third MAF, and for-
d to Commanding General, Fleet Marine
Pacific (FMFPAC). There the proposals
ccepted and approved. The Commanding Gen-
FMFPAC, directed establishment of Force
ic Command (FLC) as an operational com-
on March 15, 1966. FLC was assigned the
n of providing sustained logistical support to
hird MAF. This included support to isolated
nents of the force up through brigade size
on independent missions. Included was sup-
f organizations as may be directed, such as
public of Korea Marine Corps.

direction of Commanding General FMFPAC,
r Marine Corps first was established. Never
has the Marine Corps had to manage a sus-
logistical support unit. By 1967, FLC, in-
g the organizations under administrative con-
ly, was over 10,000 Marines strong.

e Logistic Command is headquartered at
Books, about 10 miles north of Danang. From

Fifty-five gallon drums protected the living quarters of the author, right, and Major Paul F. Hackert, from enemy shrapnel.

this location the commanding general, assisted by his staff, controls and directs the many subordinate organizations dispersed throughout the I Corps tactical zone, carrying out myriad missions and functions. It is from this headquarters that central control of management and logistic support to all the Third MAF is exercised.

Getting the job done involves several organizations, large amounts of equipment of all descriptions, and the labors of thousands of Marines of many talents, all of which are scattered throughout hundreds of miles of Vietnam. One of the compelling reasons for the establishment of FLC was the need to control, coordinate and manage these activities. Since staff organization at FLC is quite different from any other in the Marine Corps, a look at the FLC staff may be of interest.

At the hub of activity in FLC is the Assistant Chief of Staff, G-3. Almost every aspect of the logistics operations of FLC is controlled, coordinated, monitored and directed by the G-3 and his assistants. Their job is to provide staff support for the supply, maintenance and service functions of FLC, which of course makes them different from the G-3 in a division. Included as a functioning element of the G-3 and a member of the commanding general's special staff is the staff traffic management officer.

Every means of transportation which will move supplies and equipment is used by FLC, from deep draft ocean going vessels to shallow draft amphibious type ships and planes, to bring in and take out cargo. The fact that a plane cannot land to off-load cargo is not a deterrent, because helicopters are

(continued on page 20)

ABOUT THE AUTHOR

ain Hemlepp, a native of Ashland, Ky., enlisted in rine Corps in September 1955 after attending The in Charleston, S.C., and the University of Ken- He is a graduate of the Marine Warrant Officer Course, Quantico, Va.; the Advanced Traffic Man- t Course, Fort Eustis, Va.; the Defense Operations tment Course, Fort Lee, Va.; the IBM System and Analysis Course, Philadelphi, Pa.; and the idv/360 and IBM 1401 Programming Courses at , Ga. He participated in the implementation of the Corps Unified Materiel Management System MS) prior to joining the Force Logistics Command, c of Vietnam in 1967. Captain Hemlepp's assign- with Force Logistics Command included staff trans- n officer, logistics operations officer and shipping eiving officer. He joined MTMTS early this year ng his tour of duty in Vietnam.

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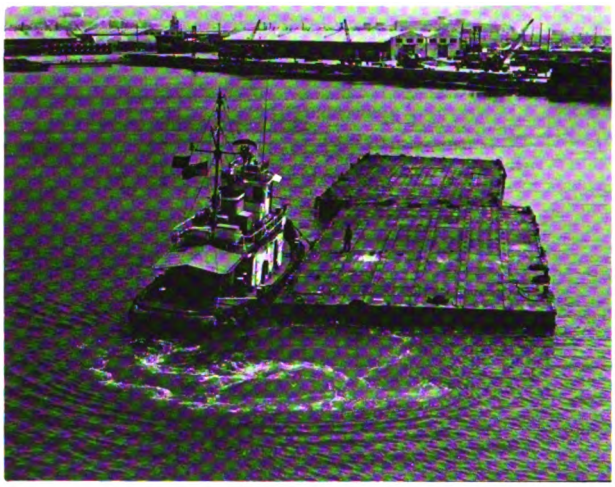
Off-loading operations underway in Inchon's tidal basin.

A 28-ton bulldozer is lifted off a Landing Cra near the Inchon tidal basin.



With the Inchon skyline in the background, a 65-foot tug moves empty barges out into the harbor.

75TH TRANSPO

SEOUL, (8th U.S. Army)—Barbed wire for the DMZ, goods for the Exchange, automobiles, household goods and hold baggage—name it and the 8th U.S. Army's Inchon-based 75th Transportation Company (Heavy Boat) handles it.

The only company of its type in the Republic of Korea, the 75th Transportation Company is charged with myriad responsibilities that keep scores of watercraft and per-

STORY AND

Korean deckhands of the floating crane unravel hemp line that will be used in the making of bumpers.

The booms of a cargo ship off-load supplies onto

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d hempline, Korean deckhands weave one of the bumpers. The bumpers are used to cushion the he vessels during cargo operations.

PANY IS UNIQUE

a transferred from the ship to barges which then shuttle the goods to shore. A series of locks in the tidal basin are utilized to bring the barges and tugs into the pier area for loading and off-loading operations.

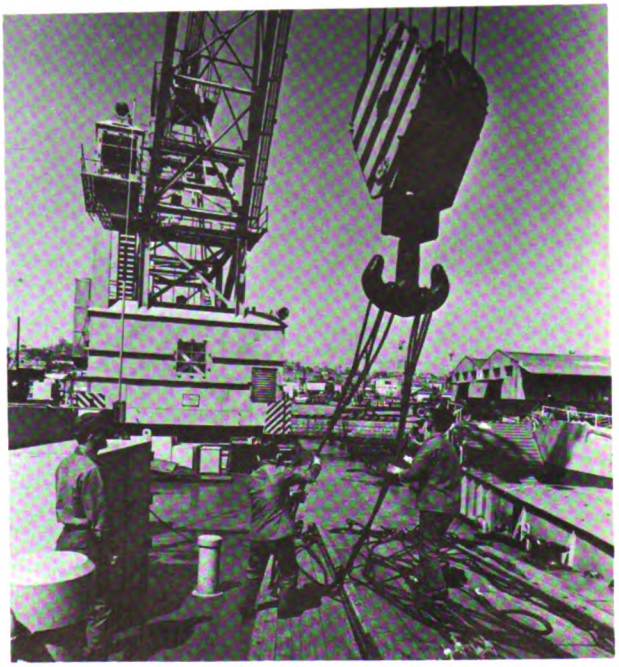
In addition, the 75th supplies the cargo ships that arrive daily with fresh water, makes supply runs to Paengnyong-do and Pusan and occasionally provides support for Army salvage divers.

STUHLER

vat master 'backs' his tug. The tug will transport to the tidal basin for off-loading.

A tug guides two barges through the tidal basin for another load of cargo.

A crewmember readies a line for lashing a barge to a cargo ship.



Stevedores maneuver the huge hook of the floating crane for another load.

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Modern Transportation Methods Serv

World-wide Post Exchange System

While most military families find their installation Post or Base Exchanges well stocked for the Christmas season, few realize that preparations for the annual holiday begin as early as May in the Transportation Division at Headquarters, Army and Air Force Exchange Service (AAFES), Dallas, Texas.

United States Exchanges can be stocked on a later time table, but shipments to overseas Exchanges hit their peak in July and August after beginning an upward trend in May.

The Exchange Service has grown to be the third largest retailer in the world with a volume ness in 1968 of $2.1 billion of which $1.7 bil in merchandise and $300 million in concessi from which the Exchange Service makes profit.

These sales are made through 900 major of which 476 are in the United States and overseas. A total of 17,934 cash registers in the Exchanges.

Forty-five percent of the volume of bus done in the United States, 55 percent over support of the Exchanges' overseas op

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hristmas rush begins in May for Army
r Force Exchange Service employees

UTENANT JOHN D. MURPHY, USA, OFFICE OF INFORMATION, HEADQUARTERS MTMTS

two million measurement tons were moved
the Military Traffic Management and Ter-
ervice ports during 1967.
holiday season the Exchange Service be-
s task of delivering Christmas trees to be
sed at Exchanges all over the world.
year the AAFES Transportation Division
431,960 pounds of Christmas trees to the
S ports for export to the overseas Exchanges.
385 trees were loaded on refrigerated con-
for ports where container ship service is
le. When containers can not be used AAFES
he trees as chilled cargo.
Exchange Service Transportation Division
Transportation Centers at Brooklyn and
, which exercise movement control of ex-
affic.
ES traffic originating in the Continental
States is the equivalent of a freight train
ars each day, at a total freight cost of $89.2
yearly.
e are two distinct efforts in supplying the
es. Traffic management for CONUS Ex-
is decentralized and managed by each of
Area Support Centers where there is a dis-
on and traffic coordinator for this purpose.
rt traffic is highly centralized with all orders
uisitions from the overseas Exchanges being
d in the Dallas headquarters, first by the
ment Division, then routed to specific ports
bases by the Transportation Division.
this volume of movement it is expected that
ould be emergencies in seasonal and other
equiring air transportation. The annual in-
or the holidays is a time when air trans-
n is utilized.
peak of 3.8 million pounds by the Military
Command (MAC) in Fiscal Year 1968 was
y to support the Vietnam buildup. The de-
ring the last year is a result of stabilization
in that area. The high of 1.9 million pounds by commercial air in FY 1969 is a result of increased emphasis on early movement of seasonal clothing and some delays in production of other items.

The bulk of Exchange traffic moves overseas by surface transportation, although AAFES has programmed an increase in military airlift in the future, with a corresponding decrease in commercial airlift.

Conventional shipping with export packing, conventional shipping in CONEX, and seavan shipping are the three means by which the Exchange Service moves its traffic overseas.

Colonel Gus A. Wolman, Jr., USA, has just recently moved to the post of Director, Transportation Division, AAFES. He replaces Colonel William C. Gee, USA, who retired from the service in October.

The Exchange Service has dramatically expanded its transportation of merchandise in containerized seavans under the direction of Colonel Gee. In the 12-month period ending in January 1969, seavan service to overseas Exchanges was expanded 87 percent to a new record of 19,210 seavans, up 8,961 over the previous year when AAFES began heavily using the containerized type shipping.

The seavan story is one of the more significant events occurring in the AAFES Transportation Division, where major improvements in cargo handling, loss and damage reductions, and reductions in export packing costs are a daily task. Last year, for instance, the use of seavans reduced export packing costs $1.65 million.

Vietnam, of course, is the destination of many of the seavans, just as the Exchanges in that country are the recipients of approximately one-half of the record 1,833,396 measurement tons of cargo shipped in FY 1968.

A year and a half ago, in June 1968, the Exchange Service pioneered in a new transportation

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concept, inland seavan consolidation. This is an extension of the containerization method of shipping. A consolidation point was established at St. Louis, where cargo is loaded onto a pool of seavans provided by carriers under contract to the Military Sea Transportation Service (MSTS) for shipments to the Pacific Exchange System.

Since the consolidation was instituted, more than 13 million pounds of freight had been routed through St. Louis by the end of January, and freight costs were reduced $418,000. The volume of traffic and cost reductions are steadily increasing. In addition, the consolidated shipments are expected to save the military ports about $250,000 annually in cargo handling costs.

"We have made marked progress in the use of containers are in use between the West C the Thailand depot.

Documented intransit losses were reduc 000 during FY 1969 by this expanded us CONEX container. "The crate costs us up said Colonel Gee. "There is a delay of so days required to receive, make and load t document, and move our cargoes to the por manner.

"A third method of protecting our ca conventional shipping is to load them CONEX container. We can avoid the plyv when we do so," he added. "CONEX co provide the same protection to our mercha seavans. The direct comparison of results consecutive years, one in which we made

seavans," said Colonel Gee before leaving his post at AAFES. "We are moving four or more seavans daily, trailer-on-flat-car, with very significant savings in inland freight cost and export packing costs, loss and damage, time, and inventory. This expense reduction or profit improvement, if you will, amounts to hundreds of dollars per seavan."

While seavans are the newest means of cargo transportation for AAFES, conventional shipping and air freight fill out means of moving merchandise overseas.

To protect cargo in conventional means of shipping, AAFES uses palletization, particularly for beverages and heavy canned goods. Plywood crates are employed for shipping clothing and other items subject to pilferage, and more than 1,000 CONEX of CONEX to the relatively small Thail gional Exchange and the next when we hea the CONEX, is conclusive evidence of the in the use of containers."

The experience in Thailand with CON tainers emphasizes the even greater advan seavans; they are larger, and AAFES mer is in such size boxes and cartons that AA use a significantly higher percentage of cubic capacity than with the smaller CONE very important, seavans usually move on fa that are loaded and discharged in just h compared to the relatively slow moving ma in-port conventional vessels used for mo CONEX.

"Our payments to commercial packers ar

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d drastically as a result of our expanded use vans and avoiding the use of the plywood ' Colonel Gee said.

nel Wolman moves into his position at S from Vietnam where he was Commanding . 500th Transportation Group.

?ES' Transportation Division has a domestic , export branch, service branch, and vehicle . In addition Atlantic and Pacific Transpor- Centers act as movement control centers and te AAFES cargo through the ports.

FES' 15 Area Support Centers have made ntial progress in developing transportation lures, which have improved movement of mer- ise into ASC warehouses and out of the ware- s for delivery to the ASC's Exchanges.

ASCs are joining shippers associations in their cargoes originating at 17 major manu- ing areas are pooled with cargoes of other rs in the ASC area and moved at carload rather than at more expensive less carload/ uckload rates. Transportation cost reductions through these distribution practices are now 00 annually.

FES has also made significant adjustments in et of trucks and cars. An on-site survey re- an apparent total requirement for cargo ve- from 248 to 215. Those 33 vehicles cost 0 or more each and 30 cents per mile to te. A total saving of one-third million in pur- cost and $100,000 a year for operating cost ealized.

AAFES Transportation Division points to ng as another area that has contributed to otal effectiveness of the division and field yees. The storage and distribution course t in the AAFES Training Center has been ded by many distribution and traffic coordina- and periodic conferences for the coordinators them informed about latest changes in trans- tion.

Transportation Division's achievements in reduction were near the $10 million mark in than two years. Additionally, there has been a $15 million reduction in purchases in transit as a result of the modern transportation techniques introduced during that time.

"This saving was accomplished although Transportation Division fully controls only one-fourth of the traffic which is purchased FOB origin," said Colonel Gee. "The Chief, AAFES has directed action that will substantially increase FOB origin procurement and in the future the Transportation Division looks forward to controlling 90 to 95 percent of the traffic from origin as is now done by other large retailers."

AAFES is now in an organizational and experience posture to implement the physical distribution concept. While that concept has developed during a 20-year evolution, the AAFES structure necessary to put the concept to work only came into being during the last two or three years.

Export traffic is centralized at the headquarters, where all purchases for overseas are finalized and traffic management applied. The 15 ASCs within the United States also perform similar functions.

The ASCs and overseas Exchanges have separate but similar warehouse, depot and merchandise processing functions, facilities and procedures. "The time is here to integrate these functions, procedures and related physical apparatus into a modern distribution system," concluded Colonel Gee.

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General W. C. Westmoreland, Chief of Staff, U.S. Army, speaking on the basic combat role of the Army and the future battlefield, in a recent speech at the Association of the U.S. Army in Washington, D.C., stated that "I see a continuing need for highly mobile combat forces to assist in fixing and destroying the enemy. . . . I see the forward end of the logistics system with mobility equal to the supported force. . . . I see the elimination of many intermediate support echelons and the use of inventory-in-motion techniques. . . . I see some Army forces supported by air—in some instances directly from bases here in the continental United States."

★★★

The Logistics Performance Measurement and Evaluations System has been proposed by Deputy Secretary of Defense David Packard, in a letter sent to Barry J. Shillito, the Assistant Secretary of Defense for Installations and Logistics. As envisioned, the new system would be an organized procedure for identifying logistics problem areas, recommending corrective management actions, setting goals for improved performance, evaluating current performance against past accomplishments and approved goals, and identifying further action required if appropriate.

★★★

Department of Transportation has told the Civil Aeronautics Board that both the public and the airlines would be better off if international air fares were based on rates which decreased with distance. In a statement filed with the CAB, the Department said that in a jet-age fare structure, fares should reflect costs and passengers should pay for services rendered. "If a traveler chooses to travel by a circuitous route—let him pay for it," the Department said. "If he stops over at an intermediate point, let him pay reasonable stopover charges."

★★★

According to the latest edition of Jane's Surface Skimmer Systems, published in London, the 70-knot Mountbatten hovercraft, which has cut the crossing time of the English Channel by 35 minutes, is only a foretaste of things to come. The next step, according to Jane's, is the development of a heavy craft cruising the oceans at 100 knots. An article by Eugene Liberatone, one of America's foremost hovercraft consultants, forecasts nuclear-powered craft of 15,000 tons travelling at 150 miles per hour. A typical craft would ferry 2,000 cars with passengers and baggage across the North Atlantic in less than a day. He suggests a one-way fare of $100 for a family and car.

Paul W. Cherington, Assistant Secretary o portation for Policy and International Affai cated concern over the post-Interstate roa period beyond 1972. "Anyone," he said, "wh that road building will come to an end with pletion of the Interstate System is simply not with the facts of life. There is going to be som post-Interstate program and the only question is it going to include and how big is it going to

★★★

An Air Force-developed item adopted by t motive world is the radio antenna installed in t shield, a technique used for years in cockpit Commercial and military aviation have alw a wingtip-to-wingtip relationship. In the ear many commercial aircraft were converted to or military transports. The DC-3, known as t in the Air Force, is an outstanding early Even today, commercial aircraft have been p by the Air Force for current use and to save and development costs. Examples include t *Sabreliner* and the 0-2A *Super Skymaster.* Th liner became a reality on the basis of develop production of the B-47 and B-52 strategic bom the KC-135 *Stratotanker* aircraft. The XB-70 w used operationally by the Air Force, but it w many hundreds of hours as a flying laboratory Air Force, NASA, and the Supersonic Transp gram.

★★★

United States Lines announced recently can of all scheduled cruises and trans-Atlantic cros America's only superliner, the United States. Thi that, for the first time since World War II, it be possible to travel on an American passeng across the Atlantic. Costs were cited, and in pa the losses last year to U.S. Lines in the operatio United States. The situation now is fluid, as future of the liner.

★★★

American Trucking Associations have fou computers can be used economically to retriev freight rates from tariff data under certain co Economic feasibility is dependent on volume, disclosed. Computerized rate retrieval is ju provided the computer system handles a suf large volume of retrievals from large files of t formation. Rising trends in clerical costs and d computer costs indicate that economic advant computer use may be expected to increase.

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American Trailer Transport Inc. revealed plans a sister ship of the Ponce de Leon, the roll-on, trailership that sails weekly between Staten and Puerto Rico. The ship will have Stapleton ome port. The Ponce de Leon, which resembles ing garage" because its interior is like a huge lot, is unique in that it is the largest and fastest ip of its kind in existence.

★★★

rtment of Transportation has asked Congress to legal framework to expedite the movement of in international commerce. Under the proposed on, carriers engaged in the various modes and s of international transportation could file joint sue single through bills of lading and inter- or pool equipment and facilities.

★★★

pamphlet on scientific spinoff, the Air Force at a descendant of one of the Air Force's most ated aircraft inertial guidance systems will be the new Boeing 747 jetliner. This provides flight accuracy at the high altitudes and speeds h the world's largest jet airliner operates. Also, liners would require longer landing distances e not for the turbine engine thrust reverser and n brake linings developed for the Air Force.

★★★

Air Force is testing a now concept—a mobile , complete with everything from runway lights acks. The Aeronautical Systems Division, Air ystems Command, Wright-Patterson AFB, Ohio, nsible for the system of lightweight and durable portable equipment that can be ready for use fter reaching a new base site.

★★★

onal Aeronautic Association is sanctioning a attempt to cross the Atlantic in a balloon, a ver attempted before. Built by Mark Samich of d'Alene, Idaho, the polyurethane balloon is 80 gh and 52 feet in diameter. Originally scheduled off last October, the flight has been delayed for n of the gondola.

★★★

airlines are following the Air Force in improving handling efficiency through the automated tech- developed for the 463L Material Handling Sys- hese techniques include both the computer con- cedures and the standard pallet and motorized equipment used by the Air Force.

Alabama Dry Dock and Shipbuilding Co. announced their first venture of its kind—a deep-sea-going barge. The vessel will be 532 feet in length, 87 feet in breadth, and will carry approximately 270,000 barrels of petroleum products. The contract is in the multi-million dollar class and plans are for completion at the end of 1970. The barge will have a special notched stern where the tug will fit, thus giving the two units something of a shiplike form.

★★★

Brooklyn Navy Yard has been selected as the site for the construction of two 225,000-ton tankers. Seatrain Lines' President Howard M. Pack made the announcement at the company's annual stockholders meeting. The vessels will be the largest merchant ships under the U.S. flag. The two ships are intended to move oil from the Alaskan North Slope to ports along the United States West Coast.

★★★

Since World War II the U.S. merchant fleet has been deteriorating and today 96 percent of imported raw materials arrive in America aboard foreign ships. The situation is so serious that the new chairman of the U.S. Maritime Commission, Helen Bentley, says it is necessary to act now "before our own stupidity and the Russians bury us at sea."

A 19th Century engraving depicting the moon's surface during the lunar night, as seen by light reflected from Earth, was discovered recently by Michel Scott, contributing editor to TRANSPORTATION PROCEEDINGS. The engraving was used to illustrate an article on the moon and its features, written by John Ericsson, Civil War era propulsion pioneer and developer of the ironclad MONITOR. An article on Ericsson's contributions to steam navigation will appear in a future issue of TRANSPORTATION PROCEEDINGS.

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A Federal grant of $23,306 to the Tampa Bay Regional Planning Council to assist transportation planning in Clearwater and the surrounding area of Pinellas County in Florida was announced by the Secretary of Transportation. "Transportation planning is a basic tool for guiding the development of entire regions, and mass transit can no longer be considered a device to relieve highway congestion. It is an instrument for creating better communities," Secretary Volpe said.

★★★

The National Transportation Safety Board said reently that unless the air accident trend of the past decade is reversed, there could be 335 aerial collisions in the next 10 years with a death toll of close to 800. Safety Board Chairman John H. Reed stated, "Certainly, we can ill afford an increase in collision-type accidents and fatalities of this magnitude . . . With the introduction of the large transport airplanes into service, such as the Boeing 747, Lockheed 1011 and Douglas DC 10, the board believes that every effort should be made to determine what was being done and what should be done to prevent collisions."

★★★

The National Aeronautic Association reports the following: "The 1959 Merriam-Webster New Collegiate Dictionary defines "Spaceship" as follows: "An imaginary aircraft of the future for interplanetary travel outside the earth's atmosphere." Now after 21 missions, nearly 2,000 hours in space, and a little less than 10 years—we're on the moon. What's 10 years?"

★★★

Three top officials of the Department of Commerce have indicated that the Government intends to play an active role in future port development. Andrew E. Gibson, Maritime Administrator, told the House Merchant Marine Committee that under the proposed Nixon shipping program The Maritime Administration will coordinate future port development to accommodate the large, high-speed vessels built as a result of this program.

★★★

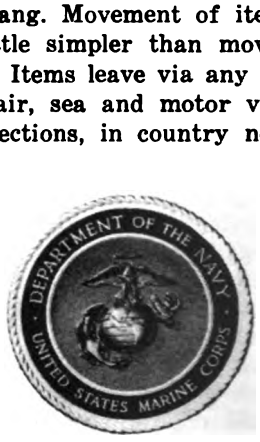
The Navigation District in Houston, Tex., plans to begin a program aimed at doubling the size of the Port of Houston by the year 2000, according to J. P. Turner, the district executive. Six new docks are to be constructed, in addition to a transit shed and commercial warehouse.

STEM OF THE FLOWER

(continued from page 11)

used extensively. The old reliable truck, military and commercial, is used extensively.

Incoming supplies and equipment arrive at the deep water pier, Danang, if the mode is ship, or at the 15th Aerial Port or Marine Air Freight, both at the Danang Air Base, if the mode is The shipping and receiving officer of Sup talion, FLC, has liaison teams at each of th to inspect incoming shipments and segreg belonging to units of the Third MAF. As a truckload is ready the team arranges fo portation to Red Beach. In some cases, ite tined for Chu Lai, Phu Bai or Dong Ha w quire no additional processing are prepare scene for transshipment to ultimate dest and appropriate transportation arrangem made. These arrangements are coordinated tional liaison people located at the Naval Activity, Danang, and the Traffic Man Agency, Danang. Movement of items com FLC is a little simpler than movement leaving FLC. Items leave via any mode wh do the job, air, sea and motor vehicle, a go in all directions, in country north, in



south, out of country, to Okinawa, Japan tinental United States. Materials moving locations such as remote units are moved b riders or line haul or are offered thro traffic management section for movement face or air means.

Since establishment, several changes position and command/control have occurre ing FLC to its 10,000 Marine strength. Be scene activities which make the sustained support possible are the men who are trai marily as support Marines and double as Marines for the FLC Headquarters. Even the Marine Corps established for the first support base as large as FLC, one thing mained the same. Security is provided f FLC roster. During the day the bakers forklift operators and truck drivers ac their respective primary missions. At nig become perimeter guards, members of patr force in readiness in case of an enemy prol

March 15 of this year marked the third sary of the newest major organization in Marine Corps. As symbolized in the ne heraldic items of the Corps, Force Logisti mand is a mail-fisted force which supplies with the weapons and means of waging wa a just and honorable peace.

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POINT

of the Delta Nu Alpha essay contest in the non-category is Norman Wiener, President, Orbit Corporation, international freight forwarders, k. Mr. Wiener, a lieutenant colonel in the serve, served in the Army Transportation Corps charter member of the National Defense tation Association. His essay follows.

FREE FREIGHT FLOW

THE VITAL ROLE OF THE FOREIGN FREIGHT FORWARDER

by
Norman Wiener

country is struggling with dollar and gold . We are told that we should export more to the benefits of cash income and offset in- imports. A larger export trade means in- production and lower unemployment.

material is considered as good as any pro- n the world. Our skill and technical ability ied by many countries which seek our spe- and send students to learn. The sales s and "Madison Avenue" advertising tech- cannot be equalled anywhere to get our e across to the rest of the world.

this background, let us assume the adver- t has been seen, prices agreed, and pur- ompleted. The factory has produced and ndise is ready to be export packed. Now, the anager has his billing complete—the treas- s his letter of credit in hand, and notice e sent to the foreign freight forwarder to the documentary details of clearing the ship- rom U.S.A. port and cashing the letter of

oreign freight forwarder must now move o from supplier's warehouse to consignee's his involves more than mechanical means, res the supervision of an experienced for- executive. Before ordering the cargo to , an analysis should be made by the for- to determine if air freight might effectively ed. Air's usual savings of packing and in- costs and fast transit time often offset rates.

U.S. Customs requirements must be considered and shippers Export Declaration has to be prepared and cleared at Customs House prior to sailing. It is necessary to ascertain if State Department or U.S. Department of Commerce Export License is needed prior to allowing cargo to move to port. Failure to consider these details could cause:

a) unnecessary storage or demurrage costs.

b) uncalled for double handling of the freight into and out of local transfer points.

Overall analysis of the Letter of Credit as received by the exporter must be an early step in the handling of any shipment where payment is via this method. Can all the terms and conditions be met? Does the expiration date give sufficient time to meet all requirements and present the final legalized and authenticated documents to the bank prior to expiring? Are there sufficient funds to meet all expenses to CIF, such as inland freight, ocean freight, insurance premium, consular fees, documentary forwarding service charge? The foreign freight forwarder is the indispensable link in international transportation and cannot be eliminated or replaced by any other traffic arrangement or scheme.

Some exporters, and only a few manufacturers, are located at the principal ports of shipping. Only large concerns can maintain an export department at the port of clearance, since the comparative costs show this practice to be more expensive (and related facts show a built-in traffic department to be less efficient). Why not abandon these special offices and use the services of a first-class forwarder?

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"The foreign freight forwarder is the indispensible link in international transportation and cannot be eliminated or replaced by any other traffic arrangement or scheme."

Further, a consideration of containerization or palletizing must be examined, to see if the cargo lends itself to this type of packing. Let us assume that ocean shipment in standard wooden cases has been decided upon.

Upon receipt of information indicating cargo is ready to move to shipside the choice of vessel is significant:

a) Can we utilize a "non-conference" ship with the usual 10 percent ocean freight savings? The usually infrequent service might not blend with the other dates to be considered. The shipper might be signed into a restrictive Conference agreement.

b) How will the sailing date coordinate with the arrival of cargo at shipside?

1) Transit time from factory to inland carriers Port terminal

2) Final pier delivery/re-consignment time (lighterage if rail at New York).

3) Break bulk from over-the-road terminal.

4) Inland carriers offer limited "free time" before demurrage starts.

5) Export dock storage might begin 15 days after receipt of cargo at pier.

c) What "port of call" does the vessel have for your needed destination? A vessel sailing four or five days later but fixing destination port as first or second might suit the consignee's needs for fast arrival much better than a ship sailing a few days earlier but having a rotation which gives your cargo seventh or eighth port of call.

d) The proper cargo description can secure important freight savings. An analysis of tariff descriptions might show "harmless chemicals" (a general cargo at perhaps $80 per ton), while an acceptable chemical terminology with its specific tariff classification would offer a much lower ocean freight rate.

When the steamship line rates the bill of lading, careful attention to rated cubic footage and comparison to packing list information might help save considerable ocean freight costs.

Insurance requirements must be analyzed to determine if "all risks" coverage is needed. If "all risks" insurance is required, can this coverage be purchased in the U.S. insurance market? Can less expensive "Free of Particular Average" (F.P.A.) or "With Particular Average" (W.P.A.) coverage be utilized?

Foreign Consular procedure must be ur and followed to avoid fines or penalties eit to shipment or after arrival of document eign country. Each country has its parti quirements (especially those in Latin and America) and any deviation or error c heavy fines and serious complications. Th culties must be ironed out prior to releas cargo to the ultimate consignee. Other fac to the complexity of this problem:

a) The possibility of factory stoppage lack of material.

b) Contract losses due to time periods l tended beyond authorized delays.

c) Unexpected expenses caused by dock rage at port of unloading.

The forwarder is ever aware of chang ditions. His training equips him to deal cumstances requiring special handling:

a) imminent strikes

b) rate increases

c) expiry of letters of credit or import

d) other extraordinary conditions

Listed here are only the most frequent services in which the forwarder engages.

1) Advising exporters of shipping and conditions.

2) Procuring sources of supply and cor reports.

3) Translating foreign language corresp

4) Contacting the supplier for the accou foreign buyer and arranging for shipmen date specified or close thereto.

5) Arranging with the shipper for prop ing, packing, invoicing and other proce meet the requirement of the buyer and the governments.

6) Arranging for the most economica transportation to the most favorable port of

7) Tracing the goods, if necessary, t steamer connection.

8) Arranging for transfer to steamer rival at port of exit.

9) Consolidating shipments from differ pliers for one buyer, in order to be able them on one steamer and the one set of n documents.

10) Arranging U.S. Customs clearance.

11) Attending to insurance coverage.

12) Arranging preparation of consular to meet the regulations of country of desti

13) Arranging and booking steamer spa

14) Preparation of banking and c papers.

The Federal government recognizes the and regulates it with inspection after ap for a license. If a firm is acceptable, it is

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st be bonded. Still, there is no school that one how to be a foreign freight forwarder. ttorney, to handle a single shipment, would study for years in order to be miliar with the special terminology of the traffic industry derstand the various U.S. Government rul- l laws of the Federal Maritime Commission, artment of Commerce and the State Depart-

mprehend the "contract of carriage" and li- hat a bill of lading involves.
familiar with foreign Consular regulations derstand marine insurance, which can be as as constitutional law.
l be determined that if the American ex- s to make the most of his opportunities in trade today, he must free himself for the blems of delegating details of export ship- the best man he can find for the job—the freight forwarder.
oreign freight forwarder not only facilitates reight flow," but also is the irreplaceable ween the trading nations of the world, a perienced coordinator of freight services, ambassador of good will.
gn aid programs, an important factor in our ional trade and foreign payments programs, ded greatly to the burden of documentation. Inited States has utilized international aid ous programs since World War II, starting with lend-lease. Shortly thereafter was UNRRA, followed by the Marshall Plan; Greek/Turkish Aid; NATO Defense Plan; Point IV; then various United Nations organizations such as World Health Organization (WHO), Food and Agriculture organization (FAO), and United Nations Educational, Scientific and Cultural Organization (UNESCO). Also, Export/Import Bank financing, the International Bank, the International Monetary Fund and the establishment of an International Development Association.

It is important to point out all these various programs, simply because to cash the payments, when secured or handled via any of these aid programs, much additional documentation had been required. Often it is tedious and exacting to group together the complex forms and certificates that are required, to enable the foreign buyer to establish his letter of credit, and to allow the U.S. Exporter to cash his payments after shipment has been completed. Again, the foreign freight forwarder has been called upon to become a specialist, with no formal training, in the preparation and presentation of a seemingly endless flow of additional forms, exacting and demanding in their requirements, and with no available school to teach the preparation or presentation to the various agencies involved.

The industry must stay ever-alert to changing conditions in order to be able to service the clients —and their always fluctuating requirements.

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NAGEMENT IN DEPTH . . .

mmand Sergeant Major Joseph D. Shinners Jr. confers with Colonel Douglas M. Robinson, USAF, Director of Personal Property, MTMTS.

MTMTS COMMAND SERGEANT MAJOR TO ASSIST MOVING SERVICEMEN

WASHINGTON, D.C.—As an important step in the improvement of moving and storage e for members of the Armed Forces, responsibility for assisting enlisted members of the ıry Services in their personal property problems has been assigned to Command Sergeant Joseph D. Shinners, Jr., USA, by Major General Clarence J. Lang, USA, Commander, ıry Traffic Management and Terminal Service (MTMTS).

MTMTS is responsible for development, coordination and supervision of DOD-wide pro-s, procedures, reports, standards and criteria governing the procurement of services re-d to move, store and handle personal property.

As MTMTS Command Sergeant Major, Sergeant Shinners will consult with the senior mmissioned officers of the Army, Navy, Air Force and Marine Corps to identify enlisted ers' personal property movement problems, provide expedited assistance, promote better nore responsive service, and represent enlisted members in development of better systems ovement and storage of household goods, unaccompanied baggage and private automobiles. CSM Shinners may be addressed at HQ, Military Traffic Management and Terminal Service, ington, D.C. 20315, telephone, OXford 2-1697, AUTOVON 22-21697.

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Our New Year's Resolution

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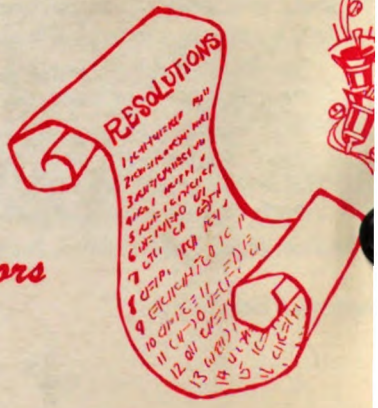

The Editors

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